

ANJ 2030

THE WILDER NESS REVEALS

**NAVIGATING
CHALLENGES
WITH PURPOSE**



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ANJ 2030: RESILIENT LEADERSHIP: NAVIGATING CHALLENGES WITH PURPOSE

In a year of significant challenges, ANJ has exemplified resilient leadership to navigate complexities with purpose. Despite setbacks, leaders have strategically assessed operations and core values, ensuring the Company remains aligned with its ESG ambitions and responsible development goals. Initiatives such as the assertive leadership program have strengthened site-level management, while re-evaluations of agronomy leadership and lessons from operational challenges highlight a proactive and adaptive approach. With thriving adaptive measures showcasing innovation, ANJ's dedication to leadership excellence and sustainability continues to be a beacon of progress during trying times.

2024 was fraught with obstacles, including lingering impacts of the 2023 *El Niño*, unseasonably wet weather, and severe agronomic challenges such as mold outbreaks and poor fruit quality. ANJ's resilience was evident in the proactive evaluation and enhancement of operational efficiency. Faced with production and financial constraints, the Company streamlined projects and prioritized initiatives with long-term value. This included optimizing fertilizer use after identifying an imbalanced ratio of inorganic to organic applications and investments made to combat sooty mold infestations across estates.

ANJ's management addressed structural and logistical inefficiencies, including inadequate flood prevention infrastructure at ANJAS and delayed road laterization projects in Papua. Fraud and fruit theft further underscored the need for enhanced security measures to ensure operational transparency and compliance with global standards like the EU Deforestation Regulation.

The Company's adaptability extended to human resources and leadership development. Training programs, assertive leadership initiatives, and more targeted management trainee schemes were implemented to enhance staff capabilities and align with ANJ's strategic goals. Recognizing the impact of limited staff rotation during the COVID-19 pandemic on operational maintenance, regular rotations were reinstated, and ANJ prioritized fostering a stable and transparent working environment through consistent socialization of its values.

Throughout the year, ANJ upheld its commitment to sustainability, recognizing its unparalleled value for the Company's people and long-term success. With our strong focus on traceability of the supply base we are in a strong position to be EUDR compliant within the timeframe, but this requires concerted effort and an enabling framework to obtain the necessary legal title for smallholders and sharing of polygon data. Investments in exploring artificial intelligence for FFB grading and edamame sorting further demonstrated ANJ's dedication to innovation while championing low-waste initiatives.

Despite external pressures in 2024, ANJ achieved notable successes, including breakthroughs in the edamame segment and exploration of new market opportunities for sago and okra products. By prioritizing operational efficiency, sustainability, and leadership excellence, ANJ has positioned itself to navigate future challenges while upholding its commitment to responsible agribusiness.



About this Report

This Sustainability Report represents PT Austindo Nusantara Jaya Tbk.'s (ANJ) ninth annual disclosure of our environmental, social, governance and economic performances throughout 2024. The coverage and period of this report align with our consolidated financial statements, covering all operational entities of ANJ and its subsidiaries for the period from January 1, 2024, to December 31, 2024. [\[GRI 2-2, GRI 2-3\]](#) [\[2-2, 2-3\]](#)

Table 01. Entities included in the report (POJK51-C.3.D, GRI 2-1, GRI 2-2, GRI 2-6)

Entity	Location	Type of Business
PT Austindo Nusantara Jaya Tbk. (ANJ)	Jakarta, Indonesia	Holding company, palm oil production
PT Austindo Nusantara Jaya Agri (ANJA)	North Sumatra, Indonesia	Palm oil production
PT Austindo Nusantara Jaya Agri Siaia (ANJAS)	North Sumatra, Indonesia	Palm oil production
PT Sahabat Mewah dan Makmur (SMM)	Bangka Belitung, Indonesia	Palm oil production
PT Kayung Agro Lestari (KAL)	West Kalimantan, Indonesia	Palm oil production
PT Galempa Sejahtera Bersama (GSB)	South Sumatra, Indonesia	Palm oil production
PT Putera Manunggal Perkasa (PMP)	Southwest Papua, Indonesia	Palm oil production
PT Permata Putera Mandiri (PPM)	Southwest Papua, Indonesia	Palm oil production
PT ANJ Agri Papua (ANJAP)	Southwest Papua, Indonesia	Sago starch production
PT Gading Mas Indonesia Teguh (GMIT)	East Java, Indonesia	Vegetables
PT Austindo Aufwind New Energy (AANE)	Bangka Belitung, Indonesia	Renewable energy
PT Austindo Nusantara Jaya Boga	Jakarta, Indonesia	Consumer products
PT Lestari Sagu Papua	Southwest Papua, Indonesia	Sago starch

No significant changes have occurred to our organization, core business, value chain and other business relationships since our previous report. However, there are restatements of the prior years' information in this report due to changes in how measurement method and assumption are conducted. Restatement and any implications will be acknowledged in the respective specific disclosure. [\[GRI 2-2, GRI 2-4, GRI 2-6\]](#)

This report is prepared in accordance with the Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017, the Financial Services Authority Circular Letter (SEOJK) No. 16/SEOJK.04/2021, Global Reporting Initiative (GRI) Standards 2021 and GRI 13 for the Agriculture, Aquaculture and Fisheries Sector. The GRI and SEOJK content indices, which specify each standard and list of all disclosures used, are presented in the appendix of this report. Within our reporting process, we utilized artificial intelligence (AI) tools to enhance the clarity and readability of our Sustainability Report.

We adhere to a policy of obtaining independent external assurance for our report to enhance its credibility and verify compliance with standards. The British Standards Institution (BSI) has been selected to provide Type 2 Moderate Level Assurance under the 2018 Addendum, utilizing the AA1000 Assurance Standard (2008) in accordance to our policy regarding appointment and evaluation of independent assurance companies. BSI is an entirely independent third party selected and approved by our Board of Directors for its complete impartiality, expertise and professionalism. Additional details regarding the assurance process and its complete statement report can be found on pages 178. [\[GRI 2-5\]](#)





Throughout 2024, we did not receive any responses or feedback from stakeholders regarding the 2023 Sustainability Report, which was released on April 30, 2024. Consequently, this report, which will be released on April 29, 2025, does not present any actions that the Company might have taken in response to feedback from the previous year. ANJ provides extensive access and channels for stakeholders, investors and all parties to submit their questions, evaluations and constructive feedback on this report, which can be sent to the following address: [\[SEOJK16-G.3, GRI 2-3\]](#)

Corporate Communications
Corporate Secretary
Investor Relations

PT Austindo Nusantara Jaya Tbk.
SMBC Tower, 40th Floor
Jl. Dr. Ide Anak Agung Gde Agung
Kav. 5.5-5.6
Jakarta 12950

Email : anj.corcomm@anj-group.com,
corsec@anj-group.com and
investor.relation@anj-group.com
Tel. : +62 21 2965 17777
Fax : +62 21 2965 1788



About ANJ Group



PT Austindo Nusantara Jaya Tbk. (ANJ) is an agribusiness company based and fully operates in Indonesia that aspires to be globally recognized for its commitment to elevating the lives of people and nature. Founded in April 1993 as PT Austindo Teguh Jaya, the Company adopted its current name in 1998 and became a public company in 2013. Throughout 2024, there were no significant changes to the Company led by corporate actions such as acquisitions, mergers or the opening/closing of offices and operational areas. [\(GRI 2-1, POJK51-C.6\)](#)

We engage directly and through subsidiaries in the production and sale of crude palm oil (CPO), palm kernel (PK), palm kernel oil (PKO) and other food crops such as sago and edamame. Our renewable energy segment operates an Independent Power Plant (IPP) that utilizes biogas released from Palm Oil Mill Effluent (POME) from our Bangka Belitung plantations to be converted into electricity and sell it to Perusahaan Listrik Negara (PLN). Our operations are located in North Sumatra, Bangka Belitung, West Kalimantan, Southwest Papua, South Sumatra and East Java. Our head office sits in Jakarta. [\(GRI 2-6, SEOJK16-C.3.d, SEOJK16-C.4\)](#)

As our core business unit, the palm oil segment contributed 98.6% of the total consolidated revenue in 2024. This segment engages in the cultivation of oil palm trees and the harvesting of Fresh Fruit Bunches (FFB) from our plantations, which are then processed into CPO, PK and PKO. These products are sold to our buyers for further processing into derivative products, primarily vegetable oil. Throughout 2024, all our palm oil products were sold to domestic companies. Currently, we have five palm oil mills with a total production capacity of 315 metric tons (mt) FFB per hour. To maximize this capacity, we involve several external parties in our supply chain, including independent farmers and cooperatives, from whom we purchase additional FFB to be processed in our mills. [\(GRI 2-6\)](#)

We pioneered Indonesia's first commercial-scale natural sago harvesting and processing operation in South Sorong, Southwest Papua, through our subsidiary that manages a 40,000-hectare concession. The natural sago is harvested from land owned by villagers under customary rights, who receive payment for every sago log harvested. We process these logs at our sago mill to produce dry sago starch, which is primarily sold to the domestic food industry under the brand Pati Alam®, but is also available for purchase by consumers under our retail brand called Sapapua®. [\(GRI 2-6\)](#)

Since 2015, we have been cultivating edamame through our subsidiary, GMIT. We use a cooperation model with local farmers in Jember, East Java, who serve as our primary suppliers. We provide support through agronomic inputs, training and other field assistance in order to maintain and improve the quality and yields. In 2017, we entered into a joint venture with AJI HK Limited to facilitate market expansion into the Asia Pacific region. In August 2021, GMIT commenced commercial operations of its frozen products, primarily frozen edamame. By the end of 2024, GMIT has sold frozen products to the domestic market under the brand Edashi® and exported to Japan, Southeast Asian countries, India and the Middle East. [\(GRI 2-6\)](#)

As of the end of 2024, our asset capitalization was recorded at USD 573.2 million, reflecting a decrease of 1.3% compared to the total assets of USD 580.7 million in 2023. Our total equity was stable at USD 391.9 million in 2024. Meanwhile, total liabilities decreased by 3.9%, from USD 188.7 million in 2023 to USD 181.3 million in 2024. Despite this increase, the company has successfully maintained healthy debt-to-equity and debt-to-asset ratios, at 0.46 and 0.32, respectively. [\(SEOJK16-C.3.a, POJK51-C.3.a, GRI 201-3\)](#)

ANJ's Business Identity

COMPANY NAME (GRI 2-1)

PT Austindo Nusantara Jaya Tbk.

HEAD OFFICE (SEOJK16-C.2, GRI 2-1)

SMBC Tower, 40th Floor
Jl. Dr. Ide Anak Agung Gde Agung Kav. 5.5-5.6
Jakarta 12950
Tel. : (62-21) 2965 1777
Fax. : (62-21) 2965 1788

BUSINESS ACTIVITY (SEOJK16-C.4)

Trading, services and operations related to palm oil plantation and processing, as well as trading of palm oil products, sago harvesting and processing, vegetable production and processing (edamame) and renewable energy business.

PRODUCTS AND SERVICES (SEOJK16-C.4)

Crude Palm Oil (CPO), Palm Kernel (PK) and Palm Kernel Oil (PKO), Sago, Vegetable (Edamame) and Renewable Energy from Palm Oil Mill Effluent (POME).

DATE OF ESTABLISHMENT

16 April 1993

LEGAL FORM (SEOJK16-C.3, GRI 2-1)

- Publicly listed company, listed on the Indonesia Stock Exchange (IDX) since 2013 under the stock code ANJT.
- KBLI Code 01262 (Palm Oil) "Green" category under the Indonesian Green Taxonomy Edition 1.0 (2022), as all operating estates have obtained ISPO and RSPO certification.

WEBSITE AND SOCIAL MEDIA (SEOJK16-C.2)



www.anj-group.com

link : <https://www.anj-group.com/>



anjgroup.id

link : <https://www.instagram.com/anjgroup.id/>



PT Austindo Nusantara Jaya Tbk

link : <https://id.linkedin.com/company/pt-austindo-nusantara-jaya-tbk>



ANJ Group

link : <https://youtube.com/@anjgroup2879>

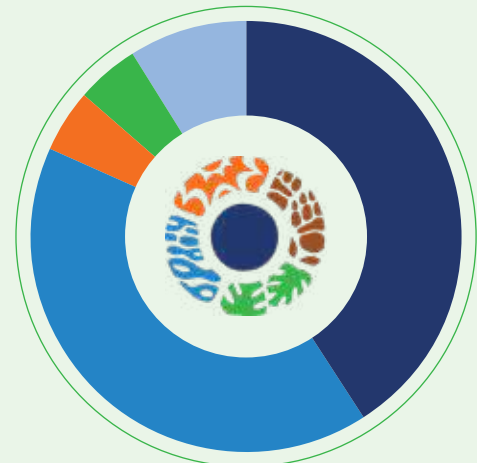


anjgroup.id

link : <https://www.facebook.com/anjgroup.id>

SHARE OWNERSHIP

AS OF DECEMBER 31, 2024
(SEOJK16-C.3.c, GRI 2-1)



● **40.85%**
PT Austindo Kencana Jaya

● **40.85%**
PT Memimpin Dengan Nurani

● **4.74%**
George Santosa Tahija

● **4.74%**
Sjakon George Tahija

● **0.00%**
Yayasan Tahija

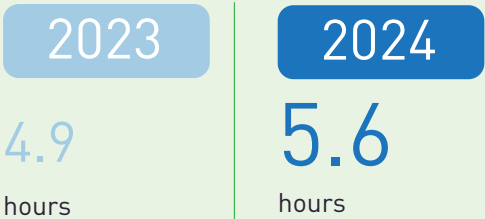
● **8.83%**
Public

SUSTAINABILITY 2024 PERFORMANCE HIGHLIGHTS

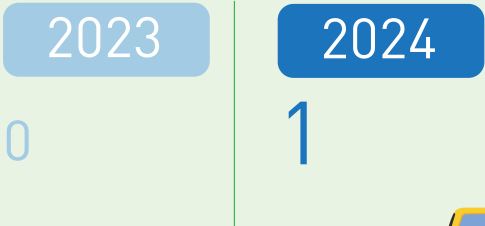
(COMPARE TO 2023)

PEOPLE

Average Training Hours per Employee

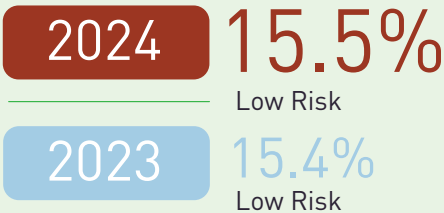


Number of Employee
Fatality Case

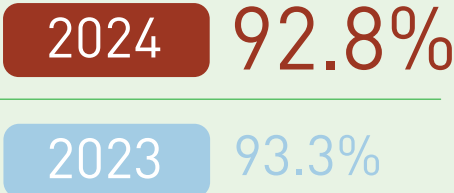


OUR SUSTAINABILITY COMMITMENTS

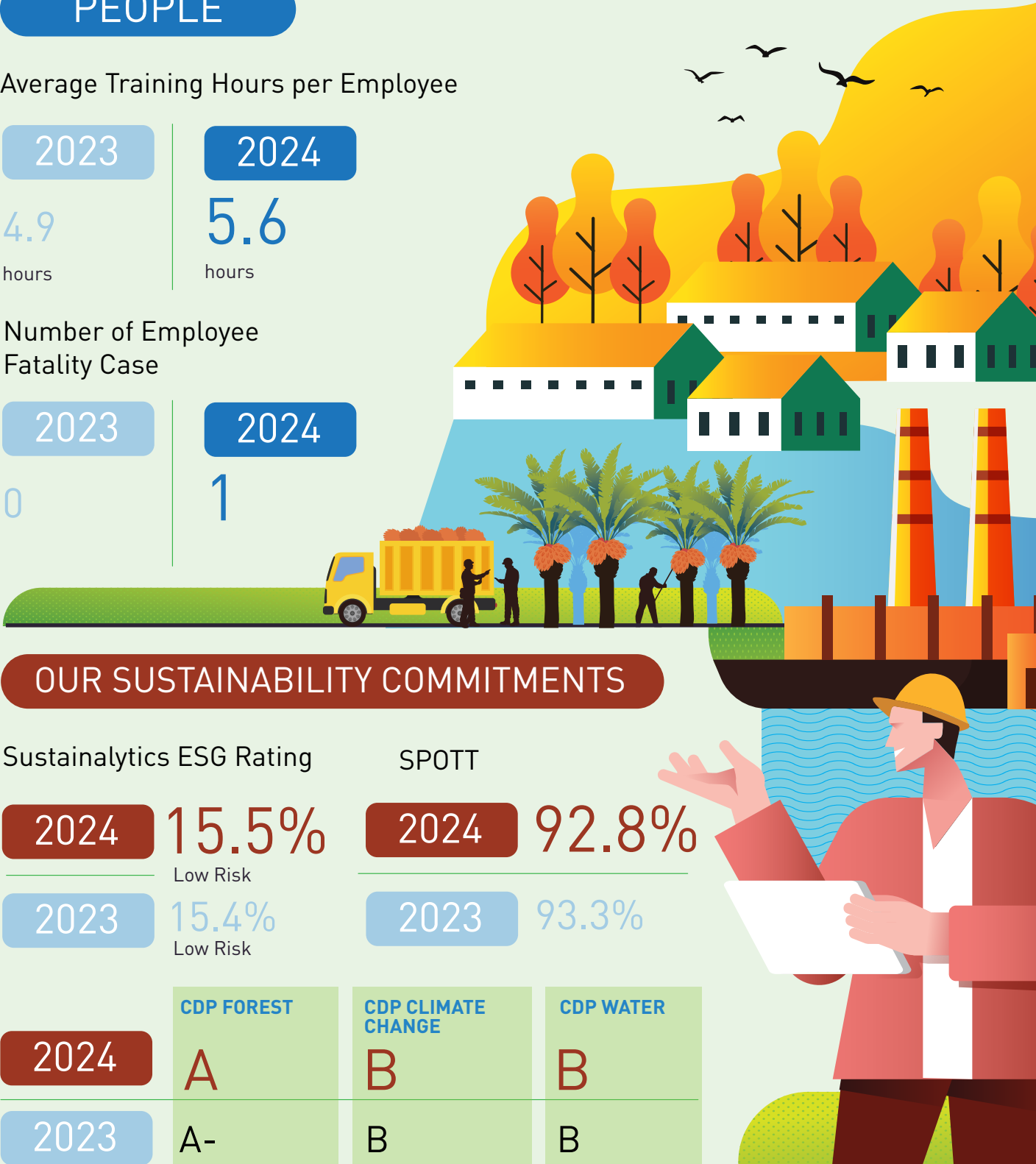
Sustainalytics ESG Rating



SPOTT



	CDP FOREST	CDP CLIMATE CHANGE	CDP WATER
2024	A	B	B
2023	A-	B	B





PLANET

Net GHG Emission Intensity
for Palm Oil

2024

5.96

(Ton CO2eq/Ton CPO)

2023

5.37

(Ton CO2eq/Ton CPO)

Water Intensity

2024

0.89

(M3/Ton FFB)

2023

0.97

(M3/Ton FFB)

Percentage Renewable Energy to
Total Energy (%)

2024

40
%

2023

43
%

PROSPERITY

Plasma & Partnership Cooperatives
RSPO Certification

2024

86%

2023

86%



OUR SUSTAINABILITY COMMITMENTS



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01

OUR SUSTAINABILITY COMMITMENTS



MESSAGE FROM OUR CEO

Dear Stakeholders,

I am pleased to present ANJ's Sustainability Report for the 2024 reporting period, which highlights our dedication to Environmental, Social, and Governance (ESG) principles, even amidst a challenging year shaped by geopolitical instability and escalating climate change impacts. Despite adverse weather events and operational challenges, ANJ has reaffirmed its unwavering commitment to responsible development and sustainable practices. Through this report, we highlight our efforts to foster a productive and efficient agribusiness that operates within Planetary Boundaries, actively working towards our Net Zero ambitions. Here, we demonstrate how business strategy continues to integrate the principles of People, Planet, and Prosperity, recognizing that sustainability is not merely an obligation but a core driver of long-term viability and market access. We also share progress towards targets, notable achievements and challenges, and how ANJ has adapted its policies, projects, and ambitions in consideration of this year's challenging environmental conditions and prevailing social and political climate.

In 2024, ANJ made significant progress in several areas, even as challenges, such as high rain intensity and agricultural pests, tested our resilience. These adverse conditions affected production levels and required a strategic shift in focus toward milling operations to maintain efficiency. The long-term impacts of the 2023 El Niño event continue to be closely monitored. While ANJ's investments in fire prevention infrastructure proved highly effective during this period, the Company remains vigilant in mitigating future risks. We strengthened our traceability and due diligence systems in preparation for the EUDR, explored the use of Artificial Intelligence (AI) to improve efficiency, and expanded our edamame production and sales. This year, more than ever, emphasized the importance of preparedness for extreme and unpredictable weather events, which is why ANJ is increasingly invested in mitigation and risk reduction activities. To address future risks, ANJ is investing further in flood prevention measures, particularly in ANJAS, ensuring that our operations remain adaptable and resilient to the changing climate; maintaining emissions reduction initiatives; and working towards a greater use of renewable energy in our operations.

Our sustainability journey also reflects our commitment to community development, following the three essential pillars of our sustainability model: People, Planet, and Prosperity. Responsible development lies at the heart of ANJ's mission, and we cannot operate effectively without upholding the highest respect for the communities and ecosystems within our operational regions. This year, we maintained strong engagement with local communities, advancing programs that prioritize job creation, poverty alleviation, and gender equality.



LUCAS KURNIAWAN
PRESIDENT DIRECTOR



Most community involvement and development programs have been delivered as planned, making meaningful impacts, though challenges persist. In ANJAS, access to education in external schools remains a concern, with poor roads limiting students' attendance, and a lack of teacher availability affecting the quality of education. ANJ is addressing these issues through multi-stakeholder discussions aimed at establishing a memorandum of understanding that defines the roles and responsibilities of each stakeholder involved, including the school and school committee, as well as the Regional Office of Education. In Southwest Papua operations, ANJ continues to support educators and aims to revive the "Warung Mama" initiative with improved governance and hygiene standards.

ANJ's focus on program sustainability has led to income-generating initiatives like agro-silvo-fishery in KAL, and meliponiculture, specifically Trigona (stingless bee) honey cultivation, in SMM. Efforts in health and environmental programs, such as tackling stunting through Kampung Edamame and promoting clean environments have shown positive results. Conservation efforts surpassed our biodiversity targets, with the development of species indices, and the launch of our Conservation Strategy in October 2024, which is a publicly available document.

ANJ's continued recognition from the Ministry of Environment's PROPER Gold awards underscores the strength of our environmental stewardship and social innovation, marking another year of significant achievements in these areas with four of our oil palm subsidiaries now attaining Gold. I am also glad to highlight that in 2024, we did not receive any unresolved complaints from communities, nor was the Company the subject of unsubstantiated negative press. As a company that operates across a vast operating region, working with diverse and unique communities, I believe this is a testament to ANJ's inclusive approach to project development that emphasizes community engagement and autonomy.

Supporting these pillars through our responsible development initiatives demands substantial capital investment but each year we are reminded that our hard work pays off and a sustainable business model is both profitable and successful long-term. The unwavering support from our employees, communities, local and national governments, and industry partners, along with the substantial progress we have achieved in meeting our emissions reduction targets, underscores that prioritizing benefits beyond production quotas is a strategy that delivers comprehensive and lasting advantages.

As global demand grows for sustainably produced palm oil and other agricultural products, ANJ recognizes the essential interconnectedness of its business with the well-being of employees, the environment, and local communities. Our proactive engagement with emerging regulations and our investment in innovation ensures that we not only meet but exceed expectations for sustainable development.

I believe this report provides a transparent review of ANJ's ongoing efforts and milestones. As we navigate evolving challenges, I am confident in ANJ's ability to remain a leader in sustainable agribusiness, setting benchmarks for responsible development in our industry.

Strategies (POJK51-D.1.a, POJK51-D.1.c)

In 2024, ANJ reaffirmed its sustainability strategy, maintaining a balanced focus on economic, environmental, and social performance. This approach is deeply embedded in our operations and decision-making processes, with a commitment to continuous improvement through research and development, operational efficiency initiatives, and active stakeholder engagement. Key efforts this year included optimizing fertilizer use after an internal assessment revealed an imbalance in the inorganic-to-organic ratio and tackling persistent agronomic challenges such as sooty mold infestations. While trunk injection methods were effective in ANJAS, outcomes in PPM and PMP are yet to be seen, underscoring the importance of high agronomic standards and consistent mitigation strategies.

ANJ's material topics—climate change, labor rights, forests and biodiversity, local communities, and supply chain—remain central to our strategy, reflecting their ongoing relevance to our business and stakeholders. Material topics are reviewed annually in consultation with external sustainability experts, and this year through an internal survey among our employees, to ensure alignment with evolving business goals and stakeholder expectations. In 2024, both the Board of Directors and Board of Commissioners reaffirmed the significance of the material topics and agreed upon the priorities discussed in the external review. Our commitment to transparency and accountability is further demonstrated through active participation in external assessments such as PROPER, SPOTT, CDP, and S&P Global, which allow us to benchmark our performance and identify areas for improvement.

Operationally, 2024 presented significant challenges, including unfavorable weather conditions, pest and mold outbreaks, and agronomic inefficiencies, all of which impacted crude palm oil production. Meanwhile, the EU Deforestation Regulation (EUDR) added complexity to our operations, but we have established a strong due diligence process to assess EUDR risk. Our preparedness is strong thanks to our robust traceability systems and continuous due diligence audits of our suppliers. However, challenges remain, particularly the sharing of smallholder land titles and polygon location data, which are crucial for full compliance. With our strong focus on traceability and commitment to the RSPO principles and criteria, we believe that our palm oil will be certified for EU trade within the additional year's delay in EUDR implementation.

Sustainability remains at the core of ANJ's operations, guided by an integrated policy framework that encompasses No Deforestation, No Peat, and No Exploitation (NDPE) principles. Long-term goals such as achieving Net Zero Emissions by 2030, increasing renewable energy usage to over 60%, reducing GHG intensity by 30%, and decreasing fossil fuel dependence by 20%—benchmarked against a 2015 baseline—underscore our commitment to a sustainable future. These efforts are complemented by our focus on biodiversity conservation, human rights assessment, and community development initiatives, ensuring that sustainability is deeply woven into every aspect of our business.

People are central to ANJ's success, and their well-being, rights, and safety remain paramount. Through robust safety leadership, risk mitigation strategies, and targeted training programs, we continue to protect our workforce and local communities. By integrating economic, environmental, and social considerations into our operations, ANJ demonstrates resilience in addressing challenges and remains committed to creating long-term value for all stakeholders.

ESG Journey (POJK51-D.1.b)

I believe that it is in tough times that ANJ's ESG commitment truly shines. Despite unfavorable economic and environmental conditions, the value our people place on ESG has remained steadfast and become part of our DNA. Throughout the year, ANJ continued to excel in corporate governance assessments, earning domestic recognition as a sustainability leader through the PROPER awards, with four of our oil palm subsidiaries receiving PROPER Gold. Sustainable Development is at the forefront of our agenda and, thereby, central to ANJ's strategy development and business endeavors. Seeing

the direct impact that climate change has on our success highlights our belief that if we are to continue growing in this sector, we must do so in a way that mitigates further environmental degradation and improves societal and environmental prospects in our operating areas. I am immensely proud of ANJ's progress on its ESG journey, which in 2024 solidified our reputation as a leader in sustainable development. While accolades measure success, ANJ remains grounded in driving real progress that creates tangible benefits for people, the environment, and the economy.

The Company received notable recognition for its exceptional ESG performance, demonstrating our unwavering dedication to meaningful action. This year, we were able to hold our position as the 5th leading global company for the SPOTT (Sustainability Policy Transparency Toolkit) assessment, receiving a score of 92.8%, making ANJ the highest-rated company headquartered in Indonesia. In 2024, we decided to seek assessment by S&P Global and are proud to have achieved a score of 65 out of 100, placing us in the first rank among Food Products sector companies in Indonesia and 20th out of 391 companies assessed globally in our first assessment year of Global Corporate Sustainability Assessment. While we have discontinued our assessments with Sustainalytics, our reporting efforts in early 2024 have seen ANJ included in Sustainalytics' ESG Top-Rated Companies list for the Food Products Industry, in 2025. The Company was awarded an ESG Risk Rating of 15.5 (low risk), which ranks us as a leading company out of 558 food product companies in the Sustainalytics database. Furthermore, we received a score of A, B and B, from CDP, for Forest, Climate Change, and Water respectively; the former being a great achievement, marking the first time that ANJ has been included in the CDP A list.

ANJ's ESG journey is characterized by a proactive approach to addressing emerging regulations and aligning with industry best practices. This forward-thinking strategy has enabled us to embed ESG considerations into our corporate culture and operational framework. Initiatives such as regular training on ethical conduct, and the establishment of gender committees across all estates and now this year at the head office exemplify our efforts to institutionalize ESG values. These programs not only promote inclusivity, integrity, and accountability but also foster a workplace culture that supports ANJ's broader sustainability objectives. By weaving these values into the everyday practices of our teams, we are ensuring that ESG principles become a cornerstone of how we operate and grow as an organization.



As part of our commitment to continuous improvement, ANJ has identified key areas to enhance its ESG performance. Strengthening internal controls to prevent fraud, enhancing the whistleblowing system, and promoting worker health and safety are among our top priorities. For the latter, we are proud to announce that our clinics at PMP and PPM have received full accreditation from the Indonesian Ministry of Health, highlighting ANJ's investment in clinical governance, quality improvement, patient safety and individual health care. Additionally, the development of robust human rights due diligence processes is underway to ensure alignment with global standards. To further drive efficiency and performance, we are embracing technology, including artificial intelligence, to optimize our ESG initiatives. Leveraging AI allows us to streamline processes, improve transparency, and deliver impactful outcomes while maintaining our focus on operational excellence. These measures underscore our commitment to not only meeting but exceeding the expectations of stakeholders and regulatory bodies.

With most assessment platforms awarding ANJ the highest possible scores, our focus over the past couple of years has shifted to sustaining this level of excellence while exploring opportunities for incremental improvements. Even modest gains can have a significant impact when viewed within the broader context of our ESG journey. As an industry role model, ANJ is acutely aware of the responsibility that comes with this position and the importance of consistently adhering to our core principles and demonstrating best practices across all aspects of our operations. This leadership role is both a privilege and a call to action, and we take it seriously.

A cornerstone of ANJ's ESG philosophy has been cultivating a culture that values the principles underpinning sustainability. I believe that our commitment to transparent engagement with multiple reporting platforms has helped our teams develop a deeper understanding of what it means to excel in sustainability practices. Our integrated approach to sustainability performance reporting has also provided management with critical insights that empower informed decision-making. By streamlining the reporting process, we have been able to highlight areas of strength while identifying opportunities for improvement. However, reporting remains a complex and resource-intensive endeavor, as assessments are not always aligned in timing or scope, and may change their reporting criteria over time. With the rapid proliferation of sustainability reporting platforms, management remains cautious about making further commitments to additional frameworks. We are mindful of the potential risks of overinvestment in reporting and prioritize meaningful engagement over quantity.

In 2024, ANJ made significant progress toward its ESG targets, achieving notable milestones while addressing ongoing challenges. We maintain our status of no new planting or replanting in HCV, HCS and peat areas since the issuance of our sustainability policy in October 2019; no illegal or non-compliant plantation development at ANJ's and direct FFB suppliers' estates since December 31, 2020; and no major fire incidents.

Despite a slight decrease in the renewable energy share to 40%, ANJ remains focused on reaching its 60% target by 2025. Fossil fuel dependence also increased slightly this year but, at 14.4%, is still on target to achieve a 20% reduction from 2017 levels in 2025. Following a review of peatland and a planting area inventory profile, net GHG emissions for palm oil and the group as a whole were slightly higher than 2015 baseline with respective increases of 5% and 8% due to the inclusion of Scope 3 emissions for the first time. However, we saw improvements in our net GHG emissions intensity, with a decrease of 11% across the group and 18% in the palm oil unit, from baseline.

Traceability was a standout achievement. ANJ achieved 100% traceability for FFB from third-party suppliers in 2023, and was able to maintain these figures throughout 2024, supported by full implementation of the eTIS system's Max Quota feature in June 2024, and comprehensive EUDR due diligence pilot implementation conducted across estates in July and August of this year. Biodiversity efforts yielded over 20,726 independently verified species observations in 2024 alone through our citizen-based program, PENDAKI, totaling 144,334 observations since the program's inception. This year, the species records showed that 79 fauna species and 74 flora species in the IUCN threatened species list were identified in our areas. We are also proud to say that there were no human-wildlife conflicts involving IUCN-listed species in 2024.

Meanwhile, in PPM and PMP, infrastructure improvements were prioritized to enhance both operational efficiency and community connectivity. The field team carried out crucial roadwork, including elevation enhancements, improved canal drainage, and reinforcements using concrete and wooden materials. These upgrades ensured the smooth transport of FFB and crude palm oil, minimizing disruptions in supply chains. Simultaneously, environmentally friendly pest control measures were implemented, focusing on reducing pest populations while preserving essential pollinators, demonstrating ANJ's commitment to sustainable agricultural practices. Production saw a notable increase, with sago flour extraction surpassing previous performance levels. Efforts to streamline production costs by boosting workforce productivity and

improving business process efficiency also contributed to operational success. Despite production challenges in the second and third quarters at AANE caused by reduced input material from poor FFB production, the biogas power plant performed very well in the first half of the year, owing to a strict adherence to scheduled maintenance and upkeep activities at the plant.

Social initiatives included the completion of reverse osmosis water installations across all estates in remote areas, with ANJA and ANJAS being the final two that were completed in 2024. We also enhanced access to recreational and worship facilities, and installed Telkomsel towers in ANJAS, KAL and PPM, which not only improved business communications but improved the quality of life for our workers and improved staff retention through increased connectivity. Education access levels were maintained, with 100% early childhood and 66% primary education coverage for workers' children. At PPM, ANJ also helped students gain the opportunity to participate in the national exam by establishing the necessary internet access.

We also improved our non-discrimination efforts through establishing a gender and child protection committee at each estate. While, this year, we received zero grievances, challenges persist in expanding and introducing our health and safety and compliance measures to contractors. Efforts to address these include targeted training, audits, and intensified safety awareness.

Through these initiatives and ongoing efforts, ANJ continues to build a foundation for sustainable growth that benefits not only our people and stakeholders but also the environment. As we move forward, our dedication to ESG principles will remain a guiding force, helping us navigate challenges, set new benchmarks, and lead the industry toward a more sustainable future.

Responsible Development Highlights

In 2024, ANJ demonstrated significant progress across its Environmental, Social, and Governance (ESG) initiatives, underscoring its commitment to sustainability. Conservation efforts continued to excel, with biodiversity valuation expanded to SMM, PPM, and PMP, demonstrating the high biodiversity richness and meeting targets ahead of schedule. The PENDAKI program further showcased the effectiveness of ANJ's community-based conservation approach. Community development initiatives saw meaningful milestones, particularly with the Sekolah Luar in KAL, which

highlighted progress toward self-sufficiency and positive educational outcomes. Health-focused programs addressing stunting and educational competitions also delivered impactful results. Operationally, ANJ completed the first phase of solar panel integration at GMT, first implemented in 2023, advancing its renewable energy goals and contributing to its Net Zero Emissions target.

ANJ extended safety measures to contractors this year, demonstrating a holistic approach to ensuring the well-being of all individuals involved in its operations. Gender committees are now established across all estates and the head office, while programs fostering diversity, equity and inclusivity (DEI) include initiatives for individuals with disabilities, such as creating conservation comics. In addition, our DEI program provided employment opportunities wherein one member undertook a temporary placement, while another has become an employee working in internal communications and creative design.

Despite challenges in some community programs, ANJ maintained its focus on empowering communities through income-generating projects and fostering self-reliance. By integrating conservation, community development, and operational innovation, ANJ remains steadfast in its commitment to impactful, sustainable growth.

As for project highlights, the REGENERATION program in Mandasip, North Sumatra, represents a transformative step forward in integrating agriculture, environmental conservation, and renewable energy. Designed to revitalize the local community, the initiative fosters sustainable economic growth while improving living standards. By balancing environmental stewardship with development, the program serves as a beacon of hope for Mandasip residents, creating pathways for long-term resilience and demonstrating the power of holistic, community-driven sustainability.

In the Jakarta and Medan Office, ANJ rolled out a Responsible Development initiative aimed at enhancing productivity and fostering a supportive work environment. This program focused on addressing workplace challenges, improving working conditions, and cultivating a culture of healthy lifestyle, creativity, and collaboration. By encouraging interdepartmental coordination and emphasizing discipline and accountability, the initiative bolstered employee engagement and aligned operational processes with ANJ's core values delivering measurable improvements in workplace efficiency and morale.



At ANJAS, a groundbreaking training program was introduced to address critical issues such as food security and fire prevention, with an innovative focus on sustainability. Participants learned about eco-friendly practices, including the utilization of *Stenochlaena* and *Lucilia sericata* larvae derived from organic waste processed at the TPS 3R facility. This initiative highlights ANJ's forward-thinking approach to sustainability, integrating waste management with community empowerment and advancing cyber-based solutions to address broader environmental challenges.

Between May and November 2024, ANJ undertook an extensive community outreach campaign to combat the growing threat of online gambling. Through roadshows and interactive discussions, participants were educated about the financial and social impacts of gambling. Practical advice on family financial management was also shared, reflecting ANJ's proactive stance in addressing societal issues and strengthening the resilience of the communities it serves. Understanding the gravity of this concern, ANJ is due to implement a comprehensive program on financial literacy and planning across the group in 2025.

ANJ's ICONIC program at SMM stood out as a model for sustainable community development. By creating opportunities in honey and coffee production, craft-making, and ecotourism, the program provided residents with viable alternatives to less environmentally friendly land use practices. This initiative not only supported local economic growth but also reinforced ANJ's dedication to conservation and innovation, helping communities achieve self-reliance while protecting their natural heritage.

Moving Forward

Planning for an uncertain future, amidst ever-changing local and global conditions, is a challenge. Yet, establishing a resilient approach to responsible development, one that endures unpredictability and equips our workforce with strategies to navigate challenging times, remains central to ANJ's mission. As ANJ advances into 2025, our unwavering commitment to sustainability and responsible development remains at the core of our operations, even as we prioritize enhancing operational efficiency and profitability. We are optimistic about the year ahead, which presents opportunities to address pressing challenges and implement transformative initiatives that align with our mission of championing responsible agribusiness practices and enhancing livelihoods and the environment in the areas where we operate.

Our key priorities for 2025 include addressing long-standing challenges in our operations and optimizing the workforce for greater efficiency. We are also committed to empowering our people through more focused learning initiatives, reinforcing internal processes for greater efficiency, and leveraging AI-powered systems to proactively ensure transparency and safeguard operations. The replanting process at ANJA and SMM has begun to show positive progress, potentially increasing the productivity of replanted plants in the coming years. These actions reflect our dedication to building a resilient operational foundation that can navigate evolving business landscapes.

To bolster environmental resilience and operational efficiency, ANJ will continue to invest in robust flood prevention measures at ANJAS, advance the second phase of solar panel integration, and expand cold storage capacity at GMIT. These initiatives underscore our commitment to climate adaptation and renewable energy goals while addressing the urgent need for sustainable infrastructure. Concurrently, we aim to tackle social challenges, including addressing the impact of online gambling and online credit on community development projects, escalating our financial literacy program to educate our people on responsible online borrowing and improving worker health through targeted initiatives, such as reducing sugar consumption. By taking a proactive approach, we reinforce our dedication to creating a healthier and more sustainable work environment for all.

Empowering communities through self-sufficient responsible development initiatives remains a cornerstone of our sustainability strategy. In 2025, ANJ will continue developing comprehensive strategies to ensure communities can sustain their livelihoods independently. These efforts will be complemented by ongoing investments in infrastructure, livelihood enhancements, and conservation initiatives, demonstrating our commitment to both people and the environment.

As part of our regulatory compliance and industry leadership, ANJ will monitor and adapt to evolving requirements, particularly the EUDR. Aligning with these standards strengthens our position as a responsible industry leader and ensures that our practices remain transparent and accountable. Transparency is a fundamental aspect of our operations, and in 2025, we will maintain our commitment to openly reporting sustainability performance. By actively engaging with stakeholders, participating in external assessments, and sharing best practices through platforms like SPOTT, S&P Global and CDP we continue to benchmark progress and identify opportunities for improvement.

In upholding this steadfast commitment to transparency and accountability, especially in a time marked by significant challenges, ANJ has lived up to this year's theme, 'Resilient Leadership: Navigating Challenges with Purpose'. Despite setbacks, ANJ's management strategically assessed operations, as well as core values, ensuring the Company could persevere while staying aligned with its Net Zero commitments and responsible development goals. Initiatives like the assertive leadership program have strengthened site-level management while learning and development programs in the agronomy teams underscore a proactive and adaptive approach to ensuring operational success. With edamame production thriving as a testament to innovation, ANJ's commitment to leadership excellence and sustainability remains a beacon of progress during trying times.

On behalf of the Board of Directors, I extend my deepest gratitude to all who contribute to ANJ's success. To our employees, contractors, smallholder farmers, investors, and partners, thank you for your dedication and collaboration in realizing our sustainability vision. I also acknowledge the vital role of our stakeholders, including local communities, government representatives, NGOs, the scientific community, and the media, in supporting our journey. ANJ's sustainability agenda would not be possible without the collective effort of this vast network of collaborators.

As we look to the future, ANJ remains steadfast in its pursuit of responsible development, embracing innovative solutions to navigate challenges and build a sustainable foundation for generations to come. I am confident that through collective effort, we will continue to lead the way in transforming agribusiness into a force for positive change. Together, we will meet the challenges of tomorrow with resilience, ingenuity, and an unwavering commitment to sustainability.

LUCAS KURNIAWAN

President Director



OUR SUSTAINABILITY
COMMITMENTS



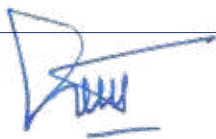
STATEMENT OF RESPONSIBILITY

**By the Members of the Board of Directors and the Board of Commissioners
for the 2024 Sustainability Report of PT Austindo Nusantara Jaya Tbk.**

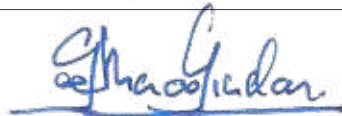
Jakarta, April 29, 2025

We, the undersigned, declare that the information contained in the 2024 Sustainability Report of PT Austindo Nusantara Jaya Tbk. is complete and we are responsible for the accuracy of the report's content. Thus, this statement is duly made by the Board of Directors and Board of Commissioners.

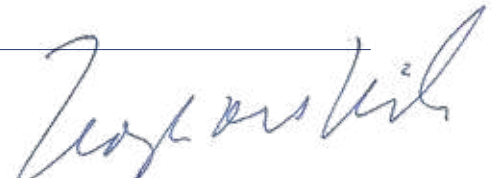
BOARD OF DIRECTORS



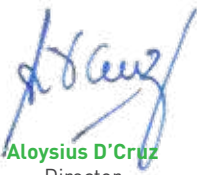
Lucas Kurniawan
President Director



Geetha Govindan
Vice President Director



Naga Waskita
Director



Aloysius D'Cruz
Director

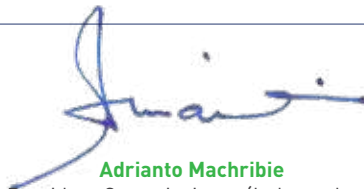


Nopri Pitoy
Director



Mohammad Fitriyansyah
Director

BOARD OF COMMISSIONERS



Adrianto Machribie
President Commissioner (Independent)



George Santosa Tahija
Commissioner



Sjakon George Tahija
Commissioner



Anastasius Wahyuhadi
Commissioner



J. Kristiadi
Independent Commissioner



Darwin Cyril Noerhadi
Independent Commissioner



Istini Tatiek Siddharta
Commissioner



Our Values (SEOJK16-C.1, GRI 2-22)

Responsible business practices are important to ANJ, thus, we take into account ethical, environmental and social considerations alongside financial ones. Our Vision, Mission and Values statement are published on our website and distributed to all employees and contractors in both Indonesian and English, emphasizing our value system of integrity, respect for people and the environment and continuous improvement. (GRI 2-24)

All ANJ contracts include provisions that outline expectations for adhering to our principles and sustainable business practices. We ensure that all business partners, vendors and investors are fully aware of these expectations. New employees are inducted into the Company's culture at the start of their employment and taught to cherish our vision, mission and core values. Subsequent training sessions are held at regular intervals to reinforce these concepts and ensure ongoing alignment with our responsible business practices. (SEOJK16-F.1, GRI 2-24)



MISSION

- **People and nature oriented:**
People and nature as the north star of the Company, guiding every aspect of all business activities.
- **Striving for world-class excellence:**
A continuous quest to comply with and exceed local and global standards, exercising good corporate governance.
- **Sustainable growth for prosperity:**
Achieving widespread economic prosperity without exhausting the finite resources at our disposal.
- **Integrity:**
Doing the right thing at all times, in all circumstances, regardless of the consequences or of anyone watching.



INTEGRITY



RESPECT FOR PEOPLE
AND THE ENVIRONMENT



CONTINUOUS
IMPROVEMENT

Our Sustainability Commitment (SEOJK16-A.1)

The ANJ Sustainability Policy represents our company's commitment to Sustainable Development. It is accessible on our website <https://www.anj-group.com/en/sustainability-approach-and-policies>. Following the RSP0 Principles & Criteria (P&C 2018) and other internationally recognized benchmarks, the Sustainability Policy was last amended on October 31, 2019 and signed by the ANJ Board of Directors, making clear our commitments to preventing and mitigating the negative impacts of our operations on communities and the environment. It is formulated in a way that supports and connects the 17 United Nations Sustainable Development Goals (UN SDGs) to our sustainable development strategy. (GRI 2-22, GRI 2-23)

Our Sustainability Policy affirms our commitment to safeguarding the human rights of all actors who may be affected by our operations, including our employees, local communities and vulnerable groups that are put at risk due to our activities or our suppliers' activities, if any, as stated in the Universal Declaration of Human Rights UDHR. We practice zero tolerance concerning discrimination based on gender, race, religion, nationality, political views and physical condition. We strive to practice fairness and provide equal opportunities for all. Our CEO and Sustainability Director take the responsibility, together with the Board of Directors to oversee the implementation of our long-term commitment to the human rights cause. (GRI 2-22, GRI 2-23)

The Sustainability Policy is accompanied by an Implementation Guidance brief that is updated for continual improvement or to reflect any changes to the RSP0 Terms and Conditions. Several elements of the Sustainability Policy Implementation Guidance were revised in 2021 to provide greater clarity. This policy remains effective regardless of alterations in the composition of the Board of Directors (BOD). (GRI 2-23)

The policy is governed by the guiding principles of Corporate and Social Responsibility, Transparency and No Exploitation. The pillars of this policy are (1) long-term economic viability (Prosperity), (2) human welfare (People) and (3) stewardship of natural resources and environmental management (Planet). This strategy seeks to strike a balance among these three pillars by integrating sustainability strategies into our core business strategies. Our BOD reviews and adapts these strategies during the annual strategic meeting to ensure alignment with global sustainability standards and to address emerging risks and opportunities. (GRI 2-24)

ANJ strives to foster a culture of sustainability by promoting our sustainability policy to all individuals within the ANJ Group and all parties collaborating with us through direct communication channels, training, website, social media and integrity pacts. Each of our suppliers must comply with and completely commit to our Sustainability Policy, putting into action the requirements and commitments outlined therein and allowing us to evaluate their sustainability efforts. (GRI 2-24)





Our Material Topics (SEOJK16-A.1, GRI 3-1)



Our materiality methodology incorporates a dual lens: we assess how ESG factors impact our business value, while simultaneously evaluating our company's effects on the wider world. This double materiality principle allows us to understand both the financial implications of sustainability issues and our organization's impact on society, the environment and the economy. Through this comprehensive evaluation, we can better fulfill our sustainability commitments while ensuring long-term business sustainability.

Using knowledge and insights accumulated internally as a starting point, we discussed and deliberated through a series of workshops involving the Board of Directors (BOD) of the Company, the Board of Commissioners (BOC) and senior executives and managers to uncover topics that are most material to our business. The process also determined the initiatives we focus on to address our impacts and the targets we aim to achieve in order to contribute to sustainable development and build a sustainable business.

We identified material topics through an internal process of reviewing, compiling and identifying issues that we have gathered from a diverse range of stakeholders over the years. We regularly review these material topics, along with risk and opportunity assessments, during our annual strategic sessions. This process also considers benchmarking results with peers, focus areas identified in GRI 13 related to agricultural topics, as well as the outcomes and gap analysis during the ESG rating assessment process, such as SPOTT, CDP and S&P Global. Furthermore, we consult with external parties through discussion sessions with sustainability experts to review the relevance and reprioritize the topics. This process ensures that our sustainability strategy remains aligned with our evolving business priorities and stakeholder expectations.

In 2021, we did more by developing a comprehensive view of our sustainability impacts and determining our sustainability strategy and ESG ambitions. We engaged a strategic management consulting firm to facilitate the process of embedding sustainability more firmly into our strategic priorities for the next ten years.

The management consultants facilitated the discussions, bringing expertise and insights on key sustainability issues in our industry and stakeholder expectations. An employee survey was conducted involving our staff to understand their views about the most important issues for the Company. These inputs added the perspectives of a wider range of stakeholders to complement the concerns and views that we had already gathered through our ongoing stakeholder engagement.

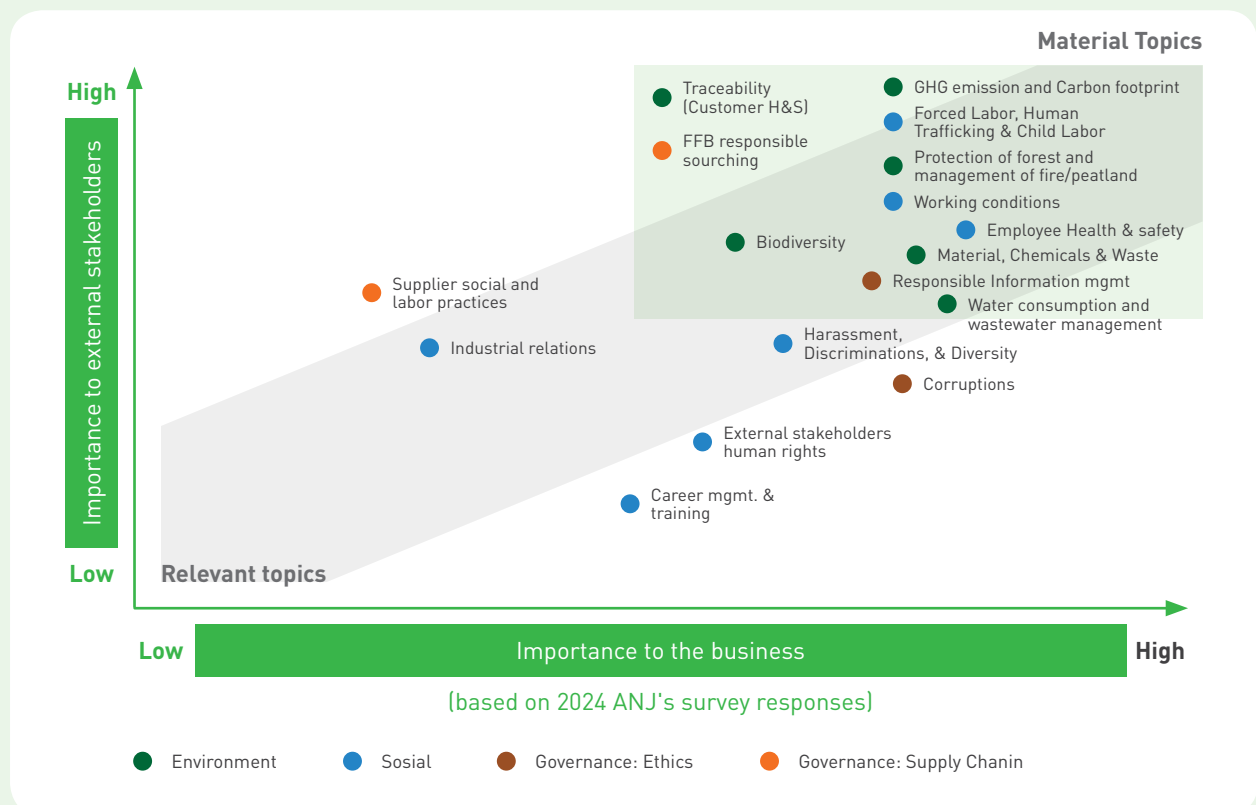
The most significant impacts were identified through a materiality matrix that considers importance to external stakeholders and importance to our business. These impacts were then aligned with our ambitions and sustainability targets. Through this process, we determined and grouped several interrelated topics into one and added labor rights as a new material topic comprised of the sub-topics of child labor, forced labor and freedom of association. Meanwhile, the human rights topic was embedded throughout the report in accordance with GRI Universal Standards 2021.

In 2024, we conducted another internal survey among our employees to assess whether our material topics are still relevant. The assessment identified water and raw material use as emerging material topics that require increased attention in our operations. While external stakeholders continue to emphasize responsible information management (data privacy and security), our survey revealed that our information management processes and requirements have remained largely unchanged since 2021, with existing protocols continuing to provide adequate controls. However, we decided to not include these topics in our 2024 material topics until further assessment by related department and our top-level management.



One of the staff is measuring the height of the peat groundwater surface in the monitoring well.

Materiality Matrix



ANJ has identified the same material topics as the previous year, even though the levels of materiality have varied compared to the prior year. The material topics were approved by the BOD and the Sustainability and Corporate Social Responsibility (CSRS) Committee, comprising members of the BOC. [\(GRI 2-14\)](#)



There are 7 (seven) main topics and twenty subtopics were selected, which summarized in the table below:

List of Material Topics (GRI 3-2)

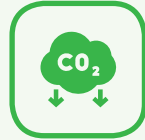
DISCLOSURE STANDARDS	MATERIAL TOPICS	WHY THE TOPIC IS MATERIAL	ASSOCIATED TARGETS
GRI: 302, 305, 306 Related SDGs:     	GHG Emissions and Carbon Footprint Sub-topics: • GHG emission and energy efficiency • Waste recycling • Climate risk and adaptation	Our operations have potential significant impact on environment, due to deforestation and land-use change.	• 30% GHG (Scope 1&2) intensity reduction from 2015 baseline by 2030 • Net Zero emissions by 2030 • Increase renewable energy portfolio to above 60% • Reduce our fossil fuel dependence by 20% by 2025
GRI: 303, 304 Related SDGs:  	Protecting Forests and Biodiversity Sub-topics: • Biodiversity and conservation • Deforestation • Water management • Fire prevention and management	Our operations have potential significant impact on environment, due to deforestation and threats to habitat loss and diminishing biodiversity.	• Have a robust biodiversity monitoring program in place by 2025 • Include biodiversity accounting of at least two business units into the reporting system by 2030 • Zero major fire accidents and no deforestation • Implement fire early warning system depending on likelihood and post-even impacts • Implement peat management system and best practices to keep peat subsidence not exceeding 4.75 cm or lower on annual basis • Implement water management system and best practices
GRI: 308, 414 Related SDGs:   	Supply Chain Practices Sub-topics: • Supplier environmental and social practices • Traceability	Our operations have potential significant impact on social and environment, due to deforestation, environmental harm, biodiversity loss and unethical labor practices.	• RSPO/ISPO certification for all plasma and partnerships by 2025 • 90% smallholder's engagement to advocate sustainable palm oil practices by 2025 • 100% supplier's compliance with ANJ's sustainable palm oil sourcing commitment by 2030 • Achieve 99% traceable FFB from 3rd parties by 2025, at the latest • Supplier due diligence to assess compliance with ANJ sourcing policies
GRI: 403, 404, 405 Related SDGs:    	Working Conditions Sub-topics: • Occupational Health and Safety • Training and education • Diversity and women's empowerment	Have potential significant impacts on the employees and promotes equity and inclusion in our male-dominated industry.	• Improve working and living conditions for all workers by providing access to affordable staple food; clean and proper housing facilities; access to clean water and sanitation; access to health, recreational and telecommunication facilities; and facilitate religious practices by 2025 • Increase environment, health and safety awareness to achieve zero fatality from work-related accidents

DISCLOSURE STANDARDS	MATERIAL TOPICS	WHY THE TOPIC IS MATERIAL	ASSOCIATED TARGETS
GRI: 407, 408, 409 Related SDGs:  	Labor rights Sub-topics: • Forced labor • Child labor • Freedom of Association	Have potential significant impacts on the employees.	• Provide access to early and primary education facilities for children of workers in all of our operating concessions by 2027 • Zero grievances and findings related to forced labor, human trafficking and child labor issues
DISCLOSURE STANDARDS	MATERIAL TOPICS	WHY THE TOPIC IS MATERIAL	ASSOCIATED TARGETS
GRI: 413 Related SDGs:  	Local communities Sub-topics: • Rights of local communities • Community Involvement and Development	Our activities have potential significant impacts on socio-economic dynamics across our operational areas.	-
DISCLOSURE STANDARDS	MATERIAL TOPICS	WHY THE TOPIC IS MATERIAL	ASSOCIATED TARGETS
GRI: 201, 203 Related SDGs:    	Prosperity and inclusive growth Sub-topics: • Economic performance • Innovation and sustainable production • Socio-economic welfare and livelihoods	Have significant potential impacts on the improvement of the local and regional economy and community empowerment.	-

In our commitment to transparency and comprehensive reporting, we have chosen to disclose certain Global Reporting Initiative (GRI) standards, specifically GRI 204, 406, 410, 411 and 415. While these topics are not classified as material for our company, we believe they are important to share with our stakeholders. These disclosures demonstrate our dedication to providing a holistic view of our sustainability practices and impacts, ensuring that our stakeholders are well-informed about our efforts and progress in these areas.



ESG TARGET AND ACHIEVEMENTS 2024



Reduce GHG Emissions

AMBITION



NET- ZERO

emissions/carbon neutral by 2030



Reduce gross GHG intensity for Scope 1 and Scope 2 without considering sequestration by **30%** in 2030 compared to 2015



Decrease Fossil Fuels

Increase renewable energy portfolio to above

60%
by 2025



Reduce our fossil fuel dependence by

20%
by 2025



Water Efficiency



Achieve water intensity of no more than **1** ton of water for each ton of fresh fruit bunch (FFB) processed by 2027 at the latest



Protect Biodiversity



Stable population trend for species which trigger HCV

ZERO

human-wildlife conflict in our areas of operation, related to IUCN Threatened and Protected Species, based on Indonesian regulations

To restore

120 ha

of peat swamp forest habitat in KAL concession by 2030

To complete reforestation area of

901.99

hectares with native and local plants by 2030



To include biodiversity accounting of at least two business units into the reporting system by 2030

ACHIEVEMENT 2023



- Net GHG emission of **1,570,813** Ton CO₂eq



Gross GHG intensity Palm Oil for Scope 1 and 2 without considering sequestration is reduced by **14.1%** compared to 2015

PROGRESS 2024

- Completed the calculation of all relevant scope 3 GHG emission based on GHG protocol
- Net GHG emission of **1,513,721** Ton CO₂eq
- 3.6%** net GHG emission decrease compared to 2023



Gross GHG intensity Palm Oil for Scope 1 and 2 without considering sequestration is increased by **5.6%** compared to 2015

43%

renewable energy portfolio



40%

renewable energy portfolio



17.8%

fossil fuel dependence reduced compared to 2017



14.4%

fossil fuel dependence reduced compared to 2017



0.97 ton

of water for each ton of FFB processed in 2023



0.89 ton

of water for each ton of FFB processed in 2023

- More than **109,000** observation records, from our internal citizen scientists
- 77** and **74** in the IUCN threatened species list were identified in our areas. (Validated by an independent third party)



There was no human-wildlife conflict causing harm to the wildlife on the IUCN Red List of Threatened and Protected Species list

- More than **144,000** observation records, from our internal citizen scientists
- 79** and **74** in the IUCN threatened species list were identified in our areas. (Validated by an independent third party)



There was no human-wildlife conflict causing harm to the wildlife on the IUCN Red List of Threatened and Protected Species list

36.84

hectares of land have been reforested with native and local plants.

58.46

hectares of land have been reforested with native and local plants.

476.47

hectares of land have been reforested with native and local plants, as part of the ongoing replanting program.

511.29

hectares of land have been reforested with native and local plants, as part of the ongoing replanting program.



Biodiversity Richness Valuation has been conducted for Unit in West Kalimantan.



Biodiversity Richness Valuation has been conducted for Units in Bangka Belitung and Southwest Papua.



ESG TARGET AND ACHIEVEMENTS 2024



Promote Sustainability to Smallholders

AMBITION

100%

of all plasma and partnership smallholders are RSPO Certified by the end of 2025

90%

smallholders engagement to advocate the sustainable palm oil practices by 2025

100%

suppliers to comply with ANJ's sustainable palm oil sourcing commitment by 2030



Protect Forests and Peatlands



ZERO
major fire incident



NO
deforestation



Keep A Positive and Safe Work Environment



ZERO work-related fatalities



Worker access to clean water and sanitation and health facilities by 2025



Worker access to recreational and telecommunication facilities by 2025



Protect Children and Labor Rights



Facilitate access to primary education facilities for children of workers in all of our operating concessions

ZERO

grievance and findings related to forced labor, human trafficking and child labor issues

ACHIEVEMENT 2023

86% RSPO certified



33% smallholders engaged



62,129 tons of certified FFB purchased in 2023 (19%)

PROGRESS 2024

86% RSPO certified



41% smallholders engaged



75,734 tons of certified FFB purchased in 2024 (16%)



No major fire incident

- 99.3% Integrated fire management phase 3 infrastructure was completed in 2023
- No new planting and replanting in HCV (High Conservation Value), HCS (High Carbon Stock) and peat area since the issuance of our sustainability policy on October 31, 2019
- No illegal or non-compliant palm oil land use change at ANJ since October 31, 2019 and FFB suppliers estates since December 31, 2020
- No encroachment



No major fire incident

100%

Integrated fire management phase 3 infrastructure was completed in 2024



No new palm oil planting and replanting in HCV (High Conservation Value), HCS (High Carbon Stock) and peat area since the issuance of our sustainability policy on October 31, 2019



ZERO

(There are two contractor fatality cases in 2023)



- Clean water, sanitation and health access are provided to direct workers
- The access for contractor's workers (indirect workers) is in progress



- access to recreational facilities is available to all workers
- access to worship facilities with religious leaders visiting the sites



ONE

(There are zero contractor fatality cases in 2024)



- Clean water, sanitation and health access are provided to direct workers
- The access for contractor's workers (indirect workers) is in progress



- access to recreational facilities is available to all workers
- access to worship facilities with religious leaders visiting the sites



100%

all concessions have provided access to early childhood/ preschool education



- No submitted grievance related to forced labor, human trafficking and child labor issues
- We have also provided training in all areas (Internal, Vendor /Contractor) regarding forced labor, human trafficking and child labor



Our Governance



Ethics (ethical behavior), Transparency, Accountability and Sustainability are cornerstones of Good Corporate Governance (GCG) and we are dedicated to wholly respecting these values. We believe GCG is essential for delivering sustainable values to all our stakeholders and ensuring the Company's long-term growth in line with our responsible development goals.



Our corporate governance framework is made up of a set of policies, controls, processes and standards that apply to the whole company. These help to define roles and responsibilities and ensure that everyone has a mutual understanding and that decisions are made with full transparency and accountability. The framework is based on the Company's basic values of integrity, respect for people and the environment and continuous improvement, as outlined in the Company's Code of Ethics on Business Conduct.

According to Law No. 40 of 2007 on Limited Liability Companies, three mutually independent authorities govern ANJ:

- The General Meeting of Shareholders (GMS) is the highest decision-making body.
- The Board of Commissioners (BOC) advises the Board of Directors and oversees Company management.
- The Board of Directors (BOD) organizes, manages and represents the Company for its shareholders. [\(GRI 2-9\)](#)

The GMS is the main forum for shareholders to exercise their rights to make specific decisions about the Company, receive reports from the BOC and BOD on their performance and accountability and question the relevant Director. The Company must have an Annual General Meeting of Shareholders (AGMS) within 6 (six) months after its financial year ends. At any time, an Extraordinary General Meeting of Shareholders (EGMS) can be called, if necessary. The GMS mandates the BOD and BOC to manage issues and decisions regarding business economic, environmental and social issues and holds them accountable for these decisions.

The Company applies a two-tier board type system. The highest governing body is divided into two tiers: the BOD, which serves as the executive board and the BOC, which serves as the supervisory board. In the two-tier governance system, the President Commissioner is a member of the Board of Commissioners (a non-executive position) and the President Director is a member of the Board of Directors (an executive position) who acts as chairman. [\(GRI 2-11, GRI 2-9\)](#)

The Company has a clear procedure if there is a potential actual or perceived conflict of interest transaction between the interests of the Company and the personal interests of the BOD and the BOC. The procedure is contained in Policy on Affiliated Transactions and Conflict of Interest Transactions of the Company which can be found on the Company's website (<https://www.anj-group.com/en/affiliated-transaction>).

Members of the BOC, BOD and Controlling Shareholders must avoid transactions that may lead to conflicts of interest and report potential conflicts of interest. In the event of a conflict of interest, they should prioritize the interests of the Company and should not take actions that are detrimental to the Company. Those who have a conflict of interest should abstain from the review and approval process of the transaction. Conflict of interest transactions must go through evaluation and approval from the Audit Committee and the BOC and use the services of an appraiser to determine the fairness of the transaction. Conflict of interest transactions must be approved by the independent shareholders in a GMS as stipulated in the laws and regulations, unless otherwise regulated by other regulations. The Company shall conduct disclosure of information as required by regulations, if any. [GRI 2-15]

In 2024, the Company did not have any material transactions that contain conflicts of interest. The Company members of the BOD, BOC and Controlling Shareholders' affiliations are stated in the Company's Annual Report (page 165) and comply with Financial Services Authority (Otoritas Jasa Keuangan/OJK) rules. [GRI 2-15]

The BOC is assisted in its supervisory role by 4 (four) Committees: The Audit Committee, Risk Management Committee, Nomination and Remuneration Committee

(NRC) and Corporate Social Responsibility (CSR) as well as Sustainability Committee, each chaired by one of the Commissioners. Each of these committees assists the BOC to review the effectiveness and appropriateness of the organization with respect to the Company's impact on the economy, environment, society and human rights and includes but is not limited to developing, approving and updating the organization's purpose, values or mission statement, strategies, policies and other goals related to sustainable development. [GRI 2-9, GRI 2-12]

The BOC is made up of 7 (seven) non-executive commissioners, 3 (three) of whom are independent. The gender composition of the BOC consists of 6 (six) males and 1 (one) female. The BOD has 6 (six) executive directors. The gender composition of the BOD consists of 5 (five) males and 1 (one) female. Both the BOC and the BOD are appointed for a period that lasts until the fifth GMS following their appointment. Members of the BOC may have significant position and commitments outside of the Company's group, while members of the BOD are not allowed to have jobs outside of the Company's Group. Under-represented social groups or stakeholders are not represented in the governance structure of the Company. [GRI 2-9]

In 2024, there was no change in the composition of the BOC and the BOD and there were no significant changes to the Company such as changes in ownership or opening/closing of offices and operational areas. [SEOJK16-C.6, POJK51-C.6]

More information about our BOD and BOC can be found on our website, (<https://www.anj-group.com/en/board-of-commissioners> and <https://www.anj-group.com/en/board-of-directors>) and our Annual Report page 55-73. [GRI 2-9]

Table 02. Board of Commissioners (2-9)

Name	Position	Gender	Term started	Term ends	Independent
Adrianto Machribie	President Commissioner	Male	AGMS 2020	AGMS 2025	✓
George Santosa Tahija	Commissioner	Male	AGMS 2020	AGMS 2025	
Sjakon George Tahija	Commissioner	Male	AGMS 2020	AGMS 2025	
Anastasius Wahyuhadi	Commissioner	Male	AGMS 2020	AGMS 2025	
J. Kristiadi	Commissioner	Male	AGMS 2020	AGMS 2025	✓
Darwin Cyril Noerhadi	Commissioner	Male	AGMS 2021	AGMS 2026	✓
Istini Tatiek Siddharta	Commissioner	Female	AGMS 2021	AGMS 2026	



Table 03. Board of Directors (2-9)

Name	Position	Gender	Term started	Term ends
Lucas Kurniawan	President Director	Male	AGMS 2021	AGMS 2026
Geetha Govindan	Vice President Director	Male	AGMS 2021	AGMS 2026
Naga Waskita	Director	Male	AGMS 2022	AGMS 2027
Aloysius D'Cruz	Director	Male	AGMS 2021	AGMS 2026
Nopri Pitoy	Director	Female	AGMS 2021	AGMS 2026
Mohammad Fitriyansyah	Director	Male	AGMS 2023	AGMS 2028

Diversity is valued across all levels of the organization, including the executive level. Members of the BOC and the BOD have extensive experience, qualifications and understanding that the Company feels are required to realize ANJ's goals. The diversity of ANJ's Board is consistent with the Appendix of the OJK Circular Letter No. 32/SEOJK.04/2015 on Corporate Governance Guidelines for Public Listed Companies. Details of the diversity of ANJ's Board are disclosed on our Annual Report page 156-159.

The composition of the BOC and the BOD reflects the Company's priorities through a fusion of collegial and individual expertise. Appointments to the Company's BOC and BOD are made after careful deliberation that considers their knowledge and expertise in the plantation business, as well as their integrity and dedication.

Nomination and Evaluation of the Board of Commissioners and the Board of Directors (GRI 2-10, 2-18)

A. Nomination of the Board of Commissioners and the Board of Directors

The process of selecting members of the BOC and/or the BOD is as follows:

- A proposal for the appointment, reappointment or replacement of a member of the BOC and/or the BOD shall observe the recommendations of the NRC.
- The NRC also identifies criteria for the BOC and/or the BOD related to the integrity, competence and quality of the BOC and/or the BOD in line with the vision, mission and strategy and sustainability strategy of the Company.
- The identification and selection of candidates for members of the BOC and/or the BOD can be carried out from the internal of the Company or external candidates who meet the requirements. If necessary, the NRC of the Company can use the

services of an independent and reputable search firm in the process of selection of the members of the BOC and/or the BOD.

- The candidates for members of the BOC and/or the BOD may also be proposed by 1 (one) shareholder or more representing at least 10% (ten percent) of the total shares with valid voting rights, unless otherwise stipulated by the prevailing laws and regulations.
- The selection of candidates for members of the BOC and/or the BOD is carried out by the NRC. Candidates who meet the requirements are recommended to the Board of Commissioners of the Company to be submitted for approval by the shareholders at the General Meeting of Shareholders.
- The curriculum vitae of prospective members of the BOC and the BOD who will be appointed must be available on the Company's website for a period of at the latest from the time of the notice of the GMS until the holding of the GMS.
- Other stakeholders, aside from shareholders, are not involved in the nomination process of the BOC and/or the BOD of the Company.

The criteria for the selecting of the Company's members of the BOC and/or the BOD below are aligned with the provisions of OJK Regulation No. 33 /POJK.04/2014:

- Meet the following requirements at the time of appointment and during his/her term:
 - Have good character, morals and integrity;
 - Capable of carrying out legal actions;
 - During the past five years prior to his/her appointment and during his/her term:
 - Has never been declared bankrupt;
 - Has never been a member of the BOC and/or BOD who was found guilty of causing a company to be declared bankrupt;

- c) Has never been convicted of a criminal offense that is detrimental to the country's financial and/or relating to the financial sector; and
- d) Has never been a member of the BOC and/or the BOD who during his/her term:
 - 1) Does not hold an AGMS;
 - 2) Their responsibilities as members of the BOC and/or the BOD have never been accepted by the GMS or have not provided accountability as members of the BOC and/or the BOD to the GMS; and
 - 3) Has caused a company that obtained a permit, approval or registration from the Financial Services Authority to fail to fulfill the obligation to submit an annual report and/or financial report to the Financial Services Authority.
- b. Has a commitment to comply with the prevailing laws and regulations; and
- c. Has knowledge and/or expertise in the field required by the Company.

In addition to these criteria, the Company also considers the following criteria:

- a. Diversity in accordance with the Company's Diversity Policy;
- b. Experience in the business economic, environmental and social fields and competence regarding the Company's organizational impact.
- c. Independence of the members of the Board of Commissioners is also considered, because the Board of Commissioners consists of professional Commissioners and Independent Commissioners who have no relationship or affiliation with the Company's shareholders, in accordance with the provisions of OJK Regulation No. 33/POJK.04/2014.

Furthermore, the NRC is chaired by an independent Commissioner, Mr. Adrianto Machribie, to guarantee that the nomination and selection processes are as impartial as possible. More information about the selection and nomination of the BOD and BOC can be found on page 147-148 & 152-153 of the Annual Report. [\(GRI 2-10\)](#)

B. Evaluation of the Board of Commissioners and the Board of Directors

Annually, the GMS evaluates the performance of the BOC and BOD based on their annual accountability reports. Additionally, the BOC and the BOD conducts an annual self-evaluation of its performance. No external parties were selected to examine the performance of the BOC or the BOD. [\(GRI 2-18\)](#)

The BOD has key performance indicators (KPIs) linked to the Company strategy and implementation plan, including targets, sustainability goals and performance as well as ESG and the Company's impact on the economy, environment and community. Each member evaluates their performance against these KPIs at the conclusion of the evaluation period. Each member of the BOD is accountable for at least one of the KPIs for Responsible Development (RD). The collegial performance assessment of the BOC is carried out by each Commissioner. The final evaluation will be presented to the Nomination and Remuneration Committee in the Board of Commissioners meeting. The President Commissioner provides feedback or improvements on the assessment of the Board of Commissioners, if deemed necessary. [\(GRI 2-18\)](#)

The President Director verifies and evaluates the annual performance of BOD members. Meanwhile, the annual performance of the President Director is reviewed and assessed by the NRC. The outcomes of the evaluations are further examined with the NRC on the BOC meeting and compensation recommendations for Directors are made. Based on the self-assessment results, the Committee also directs the development of areas of improvement. [\(GRI 2-18\)](#)

To integrate our commitments into our decision-making and execution, ANJ has a policy to include 15% of the management performance, including at the Board level, in the ESG initiative targets, under the Responsible Development program. Every employee and member of the BOD should participate in at least one RD project related to the Company's impact on the economy, environment and community. Failure to fulfill agreed-upon objectives will result in a poor performance evaluation grade for the respective Board members, hence reducing their performance-based annual bonus. [\(GRI 2-19, POJK51-F.1, SEOJK16-F.1\)](#)

Remuneration of the Board of Commissioners and the Board of Directors

The Company is committed to implementing a competitive, fair, risk-based remuneration system based on standard practices as well as prevailing laws and regulations. The Company also ensures that no individual is paid less than the government-mandated minimum wage. Further, the Company examines the remuneration applicable in related businesses (peer group) and the Company's capabilities. [\(GRI 2-19\)](#)



In compliance with applicable laws and regulations, the Company implements remuneration policies that encompass all levels of the organization, including the BOC, the BOD and the workers and include both mandatory components and additional benefits. Members of the BOC receive fixed monthly honorarium payments, while members of the BOD receive fixed remuneration such as base salary, allowances and facilities as well as non-fixed remuneration such as performance bonuses, management stock options program and retainer bonuses if members of the BOD remain with the company for up to 5 years. Members of the BOC (including Independent Commissioners) of the Company do not receive stock options, bonus shares or tantiem/bonus from the Company. Liability insurance covers all Commissioners and Directors. No clawback clauses are included in the remuneration and benefits received by the BOD and BOC. The shareholders as one of the Company's stakeholders determine the amount of remuneration for Commissioners and Directors based on the recommendations of the NRC in the GMS. Details on remuneration are disclosed in our Annual Report on page 163-164. We refrain from providing sign-on bonuses and recruitment incentive payments, whereas termination compensation and retirement benefits are provided in accordance with Indonesia's labor law. [\[GRI 2-19, 2-20\]](#)

The Company did not use external consultants to prepare its remuneration policy. However, to remain competitive, the Company performed remuneration benchmarking through independent party surveys. The Company's remuneration policy is based on performance, competitiveness, fairness and risk. There is no system in place to seek stakeholder inputs when considering board remuneration. [\[GRI 2-20\]](#)

Due to confidentiality considerations, we are unable to disclose specifics regarding the annual compensation ratio between the highest-paid individual and the median annual total compensation for all employees, along with the percentage increase of this ratio. Nonetheless, relevant data and information regarding this matter are readily accessible and available upon request. [\[GRI 2-21\]](#)

Training for the BOD and BOC [\[POJK51-E.2, SEOJK16-E.2\]](#)

We take steps to ensure that our BOC and BOD members have the knowledge and skills necessary to properly implement our sustainability goals. Board members acquire sustainability training and knowledge through a variety of means, including short courses, workshops and seminars, self-study and participation in sustainability-related projects. Certain members of the BOD underwent training on sustainable development subjects in 2024, as shown in the table below. [\[GRI 2-17\]](#)

Table 04. Training and Development of BOD and BOC on Sustainable Development Topics [\[2-17\]](#)

No	Trainings	Participants	Date	Remarks
1.	7th Global Conference: ESG Management & Sustainability	Darwin Cyril Noerhadi	August 6, 2024	Speaker
2.	Building Awareness toward IFRS S1 and S2: Adoption in Indonesia IAI-ISMS Joint Webinar	Istini T. Siddharta	February 6, 2024	Speaker
3.	Introduction to IFRS Sustainability Disclosure Standards. KIA XI & 1st International Conference	Istini T. Siddharta	March 7, 2024	Speaker
4.	Socialization of Annual Report Award - NRCC Webinar	Istini T. Siddharta	June 5, 2024	Speaker
5.	Building a sustainable future: Best ESG Practices in Banking Sector and Empowering Change Through ESG Practices for Accounting and Financial Professionals Strategic Leaders Breakfast Talk - KPMG	Istini T. Siddharta	June 25, 2024	Speaker
6.	Updates on the Development of Sustainability Disclosure Standard in Indonesia (Webinar: Implementation of Sustainability Reporting in Indonesia) - KPAP	Istini T. Siddharta	July 17, 2024	Speaker
7.	Implementation IFRS S1 & S2 in Indonesia - BPKP	Istini T. Siddharta	July 29, 2024	Speaker
8.	IDX Channel ESG Workshop and Panel Discussion 2024	Istini T. Siddharta	August 13, 2024	Speaker
9.	Introduction of IFRS Sustainability Disclosures Standards - Panel Discussion ACIIA Regional Conference 2024	Istini T. Siddharta	August 29, 2024	Speaker
10	Aligning steps and actions in preparation for the Adoption of Sustainability Reporting Standards Based on IFRS S1 and IFRS S2 - Limited Discussion Group MIND ID - PWC	Istini T. Siddharta	November 19, 2024	Speaker

No	Trainings	Participants	Date	Remarks
11.	SAK Outlook 2025: Towards Connectivity of the Sustainability Disclosures and Financial - 67th Anniversary of IAI	Istini T. Siddharta	December 2, 2024	Speaker
12.	Challenges in Sustainability Disclosures - 67th Anniversary of IAI	Istini T. Siddharta	December 10, 2024	Speaker
13.	Global Ambassador Welcome Session - BHR Accelerator 2024	Lucas Kurniawan	February 21, 2024	Participant
14.	GHG Reporting for 2024: How to Start Calculating Your Supply Chain Emissions"	Lucas Kurniawan	February 22, 2024	Participant
15.	Navigating the ESG reporting landscape in Asia Pacific	Lucas Kurniawan	March 19, 2024	Participant
16.	ACMF-ISSB Virtual Technical Training on the IFRS Sustainability Disclosure Standards for Regulators	Lucas Kurniawan	May 9, 2024	Participant
17.	Rajah & Tann Asia Sustainability Conference	Lucas Kurniawan	June 26, 2024	Participant
18.	BHR Accelerator - Peer Learning 7	Lucas Kurniawan	July 16, 2024	Participant
19.	Training "I Lead Change"	Lucas Kurniawan	August 2, 2024	Participant
20.	IBC Business Talks - SEA Green Economy	Lucas Kurniawan	October 10, 2024	Participant
21.	Talk show Expanding Indonesia's Carbon Market: Opportunities for Economic Growth and Sustainability by IBC	Naga Waskita	March 19, 2024	Participant
22.	Carbon Footprint, Life Cycle Assessment and PROPER	Naga Waskita	April 23, 2024	Participant
23.	Webinar "ESG Investing: What is it and why investors care about it?"	Naga Waskita	April 25, 2024	Participant
24.	Webinar Series Part II: Setting Your Sail on the Indonesia Carbon Trading Ecosystem	Naga Waskita	June 27, 2024	Participant
25.	Training "I Lead Change"	Naga Waskita	August 2, 2024	Participant
26.	Trends and Responsibilities of Environmental Social Governance Implementation - Indonesian In-House Counsel Summit & Awards 2024 (Hukumonline)	Naga Waskita	October 18, 2024	Participant
27.	Building a Strong ESG Culture: The Role of In-House Counsel in Ensuring Compliance and Transforming Organizational Behaviour - Indonesian In-House Counsel Summit & Awards 2024 (Hukumonline)	Naga Waskita	October 18, 2024	Participant
28.	Integrated ESG: The Role of Regulations and Standards in Building a Conducive ESG Landscape - Indonesian In-House Counsel Summit & Awards 2024 (Hukumonline)	Naga Waskita	October 18, 2024	Participant
29.	ESG Compliance: The Key to Future Business Success - The Role and Challenges of Legal Practitioners in Implementing ESG Compliance and Corporate Law - Indonesian In-House Counsel Summit & Awards 2024 (Hukumonline)	Naga Waskita	October 18, 2024	Participant
30.	Training Event Pengetahuan Antikorupsi Dasar dan Integritas (PADI) -KPK Batch 2	Geetha Govindan and Mohammad Fitriyansyah	May 20, 2024 - May 24, 2024	Participant
31.	Training "I Lead Change"	Geetha Govindan	August 2, 2024	Participant
32.	Webinar "Transparansi Investortrust.id dengan Bumi Global Karbon Foundation (BGK Foundation)	Mohammad Fitriyansyah	May 29, 2024	Participant
33.	Training "I Lead Change"	Mohammad Fitriyansyah	August 2, 2024	Participant
35.	CEO Networking 2024 "Navigating Global Market Forces and Technology Innovation for Sustainable Business"	Mohammad Fitriyansyah	November 26, 2024	Participant
36.	Training "I Lead Change"	Aloysius D'Cruz	August 2, 2024	Participant
37.	Training "I Lead Change"	Nopri Pitoy	August 2, 2024	Participant



SMM conservation team conducts river biodiversity monitoring along the Balok River.

Sustainability Governance

(POJK51-E.1, SEOJK16-E.1)

The BOD led by the President Director, is responsible for leading, managing, directing day-to-day operations and ensuring that the Company adheres to its vision and mission, in relation to environmental, social and economic topics, as well as good corporate governance standards. The President Director oversees the activity of all Directors. [\[GRI 2-9\]](#)

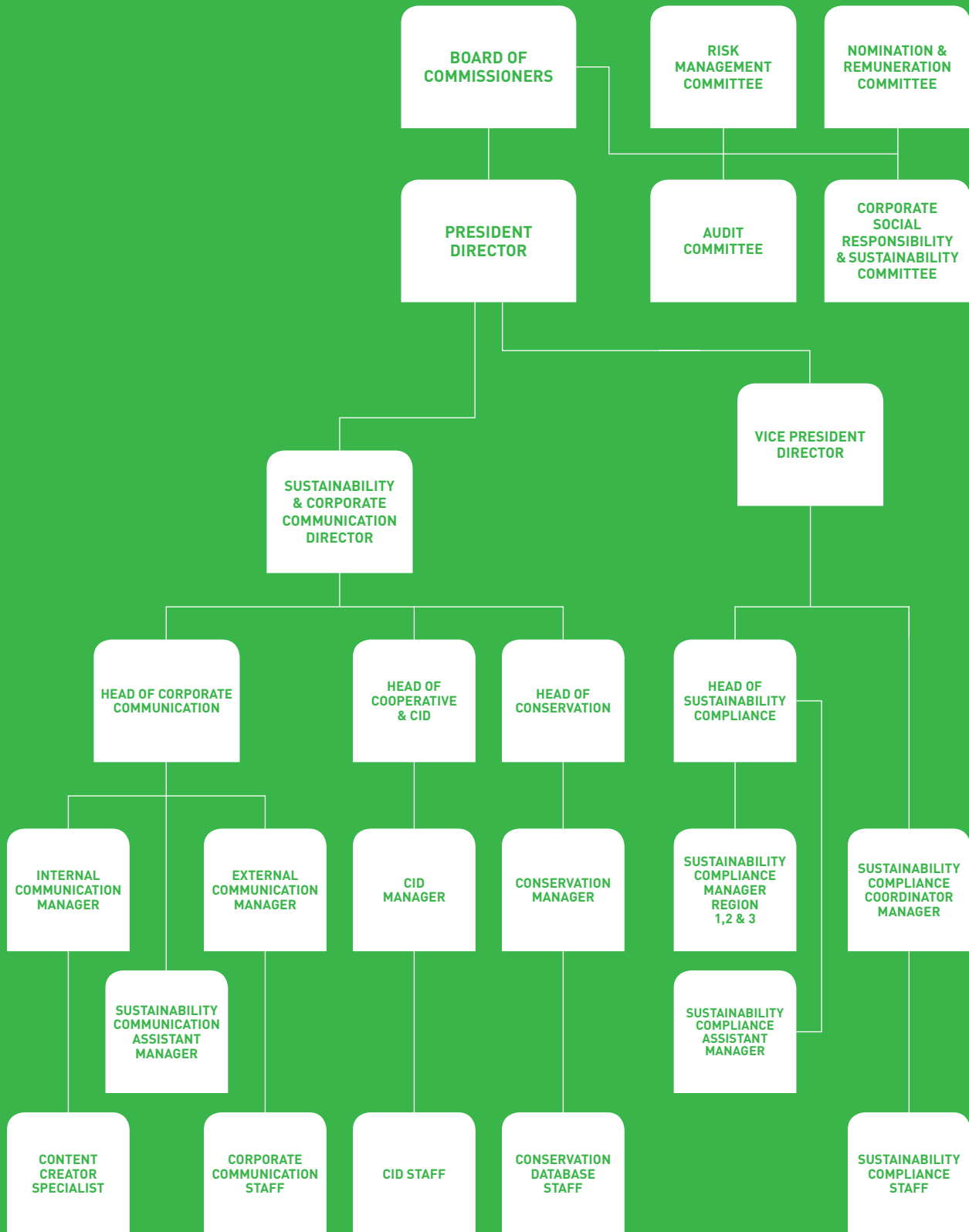
The CSR and Sustainability Committee ensures that the BOC, senior executives can develop, approve and update the organization's purpose, values or mission statement, as well as strategies, policies and other goals related to sustainable development. The CSR and Sustainability Committee may also oversee the organization's due diligence and the process of accurately identifying and monitoring the Company's CSR and sustainability commitments based on the identification of environmental, social and economic impacts to the business, sustainability risks and opportunities from our operations. The committee meets quarterly to periodically review the effectiveness of this process and discuss challenges, progress of responsible development projects, environmental and social issues and community grievances, community engagement, government involvement, biodiversity conservation, alignment with SDGs, media attention

and sustainability recognition involving stakeholders to support this process and consider the results in decision making. In 2024, the CSR and Sustainability Committee met 4 (four) times, with full attendance at each meeting. Sjakon George Tahija, a Commissioner of the Company, chairs the CSR and Sustainability Committee. [\[GRI 2-9, GRI 2-12\]](#)

The Director of Sustainability oversees developing and implementing the Company's sustainability commitments and initiatives. A team of senior managers supports the Director of Sustainability, including the Head of CID and Cooperatives, the Head of Conservation and the Head of Corporate Communications. Other departments that are directly related to the sustainability function also collaborate with the sustainability department. Senior executives report quarterly to the CSR and Sustainability Committee and bi-weekly to the ANJ Executive Leadership Team (AELT) meetings, which are attended by all members of the BOD, including those from subsidiaries. [\[GRI 2-12, GRI 2-13\]](#)

Given the importance of sustainable palm oil operations to our sustainability performance and carbon footprint, the Vice President Director oversees and manages the impacts of our palm oil operations, as well as the risks and opportunities of sustainability including associated with climate change. [\[GRI 2-13\]](#)

SUSTAINABILITY GOVERNANCE STRUCTURE [2-9, 2-13, POJK51-E.1]





Stakeholder Engagement

[SEOJK16-E.4, GRI 2-29]



ANJ is committed to actively engaging with stakeholders at all levels through an inclusive approach. We utilize a materiality assessment framework to identify and map stakeholders based on their influence on our operations, the extent to which they are impacted by our activities, their relevance to our strategic objectives and their geographic proximity to our operations.

Our engagement framework encompasses various stakeholder categories, each with specific purposes, methods and frequencies of interaction to ensure meaningful dialogue and mutual understanding as described below:

Our employee engagement strategy focuses on fostering a positive workplace culture and enhancing satisfaction levels. We conduct employee surveys to gather feedback on working conditions and organizational climate. Communication is facilitated through multiple internal platforms, including our corporate email system, Simpul newsletter, Cakrawala magazine, company intranet and various social events. To ensure maximum accessibility, all communications are provided in both English and Indonesian languages, supporting our commitment to inclusive workplace practices. More information about our employee engagement can be found on page 156.

Our CID staff are measuring the community satisfaction index regarding the presence of companies in their area.



Customer engagement represents a crucial component of our stakeholder relations strategy. We maintain regular interaction through satisfaction surveys to understand evolving customer needs and enhance our product and service offerings. More information about our customer engagement can be found on page 62.

In managing our supply chain relationships, we implement a structured supplier engagement program focused on maintaining sustainable and ethical practices. This includes regular meetings and sustainability workshops to facilitate continuous improvement and knowledge sharing. More information about our supply chain engagement can be found on page 56.



Our investor relations unit provided monthly operational updates, quarterly newsletter, as well as annual and sustainability reports to keep our investors and shareholders informed about Company performance and strategic directions. Furthermore, we conducted investor meetings and site visits to enhance investor confidence. As part of our obligations and commitment to transparency with investors and shareholders, we conduct Annual General Meetings (AGM) and annual public exposes to report our financial and operational achievements, as well as the Company's future plans.

We formed a dedicated team in Community Involvement and Development (CID) Department to enhance community engagement and maintain continuous grievance channels to address local concerns and contribute to community development. More information about our community engagement can be found on page 170. [\[GRI 2-29\]](#)



Testimonials



Shana Gavron

CEO and Founder, Endangered Wildlife OU

After engaging with ANJ Group to carry out the financial valuation of the Group's impact on biodiversity, we were struck by the receptiveness of the Group and Management to really support biodiversity and have a positive feedback on biodiversity. The quality of the PENDAKI data and the level of success of their conservation efforts really sets them apart and demonstrates that their commitment to biodiversity is not merely a paperwork process but truly an actionable commitment to make a real difference. ANJ Group is a clear leader in this space, and their level of demonstrated activities and implemented strategies should be used to benchmark what companies should be striving towards whereby the impact is truly measured and integrated into the business strategy rather than used merely as a tick box process. The outcomes achieved, sometimes exceeding the wider regional level results, is a real achievement for which the Group should be rightfully proud.



Dewi Suyenti Tio

Country Manager, Indonesia Global Reporting Initiative (GRI)

GRI had the pleasure of delivering a refresher sustainability reporting course to ANJ. ANJ's dedication to deepening their understanding of sustainability reporting frameworks reflects a strong commitment to transparency and accountability. With this training, ANJ has taken a significant step towards aligning their reporting processes with globally recognized standards, which alignment will help enhance the effectiveness of their communication regarding the ESG performance. We applaud ANJ's efforts to strengthen their capabilities in this important area and look forward to seeing how ANJ will apply these insights to advance their sustainability journey.



Annisa Rahmadani

Kerjabilas Program Staff

As part of the Kerjabilas program, I am very proud to contribute to creating opportunities for job seekers with disabilities. Our collaboration with ANJ in 2024 marks a significant step toward realizing an inclusive and equitable workforce. ANJ has demonstrated a genuine commitment by recruiting Deaf interns for a Communication (Visual Communication Design) position and organizing sign language training.

This initiative not only provides opportunities but also fosters a more inclusive and welcoming work environment for people with disabilities. The program proves that workplace inclusivity is not just a dream, but a reality that can be achieved through strong collaboration.

At Kerjabilas, we will continue striving to encourage more companies to join us in opening doors for our friends with disabilities to grow and contribute. This is the beginning of a major shift. The one that we believe will have a positive impact on the future of work in Indonesia.



An estate GM is opening a stakeholder gathering attended by government representatives, community members and security personnel.

Grievance and Whistleblowing Systems

We have established a grievance mechanism for stakeholders to lodge complaints or raise concerns. The Company has implemented a formal grievance procedure that enables stakeholders to submit complaints either directly through Community Involvement and Development (CID) staff, security personnel at each estate or via digital channels. Grievances are recorded and reviewed at the estate level and depending on the severity and scale of the case, may be escalated. Each grievance must be investigated within fourteen days of receipt, with the company committed to implementing corrective actions following verification of reports and confirmed adverse impacts. This procedure has been independently assessed and validated to ensure compliance with RSPO Principles and Criteria. [\[GRI 2-25\]](#)

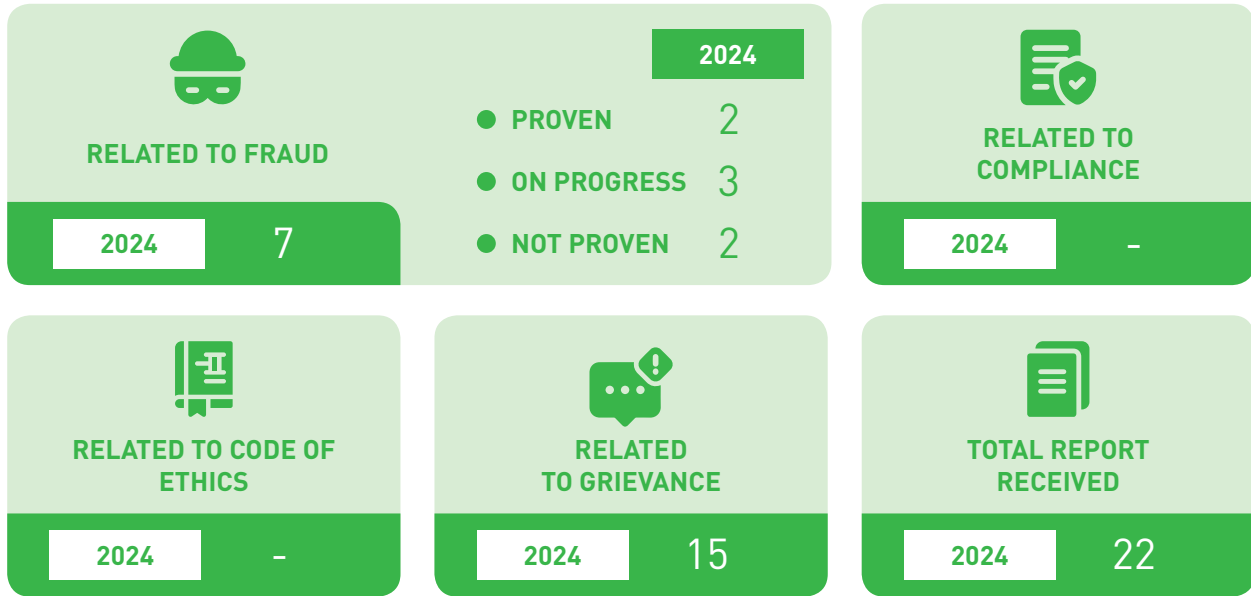
The Company's Values Champion system, established in 2013, serves as an additional oversight mechanism with 31 designated Champions monitoring adherence to corporate values across the ANJ Group. These Champions provide monthly reports on value-aligned practices to their Coordinators, which are then evaluated by the Values Champion Committee before submission to the Values Guardians - commissioners George Tahija and Anastasius Wahyuhadi. When unethical actions are identified, investigations are conducted and disciplinary measures may be implemented as appropriate.

To further strengthen accountability, ANJ operates a confidential whistleblowing system called "Berani Bicara." This platform allows employees, vendors, suppliers and other stakeholders to securely report concerns regarding potential misconduct, including fraud, corrupt practices, violations of the Code of Ethics or corporate values and any contravention of laws and regulations. The Internal Audit Unit is responsible for investigating all whistleblower reports. [\[GRI 2-26\]](#)

Other channels such as internal audits, stakeholder meetings, reviews of social and environmental assessments and the annual shareholders meeting, also allow for the expression of critical issues. Important economic, social and environmental issues are considered at the meetings of the CSR and Sustainability Committee and the AELT. All of the crucial issues and critical concerns are reported by the Internal Audit Department of the Company to the Audit Committee of the Company in the Audit Committee Meeting which is conducted at least 4 (four) times a year to discuss and follow up on all of the crucial issues and critical concerns. [\[GRI 2-16, GRI 2-26\]](#)



Critical Concerns Reported in 2024 (GRI 2-16, GRI 2-26)



We endeavor to meet and surpass local and international rules, standards and prevailing laws and regulations. There were no cases of non-compliance against laws and regulations that resulted in fines or other non-monetary sanctions in 2024. (GRI 2-27)

External Initiatives and Memberships

Participating in national and regional groups that encourage information exchange and better standards and compliance among producers and other stakeholders is an important aspect of our stakeholder engagement strategy. These memberships do not add significant expenses beyond the annual subscription amount paid by the Company. (GRI 2-28)

Table 05. ANJ's membership in associations in 2024 (SEOJK16-C.5)

Association	Role
Indonesian Public Listed Companies Association (AEI)	Participates as an active member.
Indonesian Palm Oil Producers' Association (GAPKI): Head Office, Bangka Belitung, North Sumatra Branch and Southwest Papua	Participates in forums to encourage a conducive climate for the palm oil industry, increase capacity for sustainable palm oil, advocate for solutions to problems in the palm oil industry and synergize with the government on related policies; Active member in Sustainability section (GAPKI Head Office).
Association of Large Private Plantations (APBS) Belitung	Participates in forums to coordinate compliance with government policies, discuss solutions to industry problems and share information.
Indonesian Sago Community (MASSI)	Participates in promoting the development of sago as part of the national food security effort.
Roundtable on Sustainable Palm Oil (RSPO)	Participates actively in two working groups: No-deforestation Task Force and Indonesia National Interpretation; Represents Indonesian Growers Caucus as Complaint Panel member.
Indonesian Growers Caucus	Participates as a member to promote sustainable palm oil management and best practices and to share insights of common interests in the industry.
UN Global Compact	Signatory of the UN Global Compact.
Indonesian Sustainable Palm Oil Forum (FoKSBI)	Participates as an active member.

Participation in Political Activities



In 2024, the Company, its subsidiaries and members of the Board of Commissioners and the Board of Directors of the Company and its subsidiaries asserts our commitment to refraining from engaging in any political activities particularly sponsoring certain political parties. Therefore, there is no financial and in-kind political contributions made directly and indirectly by the Company in 2024. (GRI 415-1)





Awards

No.	Company	Awards	Category	Date	Issuer
1	ANJ	Indonesia Best Companies in HSE Implementation 2024	Beyond HSE Implementation	March 4, 2024	SWA
2	ANJ	Transparansi & Penurunan Emisi Korporasi Terbaik 2024	Green Elite & Platinum Plus	May 29, 2024	Investortrust
3	ANJ	Best Enterprise in Regulatory Compliance	-	May 31, 2024	Hukum Online
4	ANJ	Public Company with the Best 2022 Sustainability Reports	Rank A	June 20, 2024	Foundation for International Human Rights Reporting Standards (FIHRRST)
5	ANJ	Sustainable Marketing Excellence 2024	Gender Equality Movement Program	July 3, 2024	Marketeers
6	ANJ	Sustainable Marketing Excellence 2024	PENDAKI PROGRAM (Peduli Keanekaragaman Hayati) Planet Preservation	July 3, 2024	Marketeers
7	ANJ	Sustainable Marketing Excellence 2024	Sago Program: Indigenous Food of Indonesia	July 3, 2024	Marketeers
8	KAL, SMM, ANJAS, ANJA	Environmental and Social Innovation Award (ENSIA) 2024	31 Awards	July 31, 2024	Sucofindo
9	ANJ	Katadata ESG Awards 2024	Plantation Sector Governance Champion	August 7, 2024	Katadata
10	KAL	Indonesia Green & Sustainable Companies 2024	Best Innovation in ESG Implementation (Manufacturing)	September 26, 2024	SWA
11	SMM	Indonesia Green & Sustainable Companies 2024	Best Innovation in Circular Economy Implementation	September 26, 2024	SWA
12	SMM	Indonesia Green & Sustainable Companies 2024	Best Innovation in ESG Implementation (Manufacturing)	September 26, 2024	SWA
13	ANJ	Annual Report Award (ARA) 2023	1 st place	October 7, 2024	Komite Nasional Kebijakan Governansi (KNKG)
14	ANJ	Indonesia's Most Innovative In-House Counsel Team	Indonesia's Most Innovative In-House Counsel Team 2024	October 18, 2024	Hukumonline
15	ANJ	SL25 Honouree of 2024	Building a Self-reliant Community through Savings Cooperatives	October 23, 2024	Stewardship Asia
16	ANJ	CSR Awards 2024	Integrity & Transparency in Impact	October 24, 2024	Investortrust dan BGK (Bumi Global Karbon)
17	ANJ	Asia Sustainability Reporting Rating (ASRRAT) 2024	Gold Rank	November 21, 2024	National Center for Corporate Reporting (NCCR)

No.	Company	Awards	Category	Date	Issuer
18	ANJ	ESG Awards 2024	Platinum Star Award Small Cap	November 28, 2024	InvestorTrust & DataTrust
19	ANJ	Editor's Choice Awards 2024	Best Literacy for Climate Resilience	December 4, 2024	Investing on Climate, Editor's Choice Awards 2024
20	ANJ	IDX Channel Anugerah Inovasi Indonesia 2024	Sustainability with Innovation Koalisi Pemenang	December 10, 2024	IDX Channel
21	ANJ	Laporan Keberlanjutan Terbaik Tahun 2023	Peringkat A	December 16, 2024	Foundation for International Human Rights Reporting Standards (FIHRRST) & Moores Rowland
22	GMIT	Indonesia's Best Corporate Sustainability Initiatives 2024	Circular Economy - Program Ecomit (Ekonomi Circular GMIT dan Mitra Inovatif Ternak)	December 19, 2024	MIX Marketing & Communication and SWA
23	KAL, SMM, ANJAS, ANJA	PROPER Emas 2024	PROPER EMAS 2024	February 24, 2025	Ministry of Environment



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02

PROSPERITY



Economic Performances Amid Extreme Weather Challenges



The palm oil sector faced severe challenges throughout 2024, primarily due to adverse weather conditions that caused operational constraints across various plantations. The El Niño event that occurred in 2023 led to reduced harvest yields and production volumes in Indonesia and Malaysia, the world's two largest palm oil producers, which ultimately disrupted global supply chains.



Supply concerns due to extreme weather created market uncertainty, causing price fluctuations as market adjusted their positions in response to declining production forecasts. The CPO reference price on the Malaysian exchange closed above USD 1,000 per metric ton (mt) at the end of 2024, up 36.4% compared to last year's closing position. Additionally, several other factors contributed to positive sentiment in CPO prices, such as China's economic stimulus, which was the most aggressive economic policy since the Covid-19 pandemic, increasing demand projections for various commodities, including CPO. Domestically, the Indonesian government's decision to increase the biodiesel mandate to B40 in early 2025 became a positive catalyst that strengthened CPO price.

Amid these strengthening prices, the European Union announced the postponement of the European Union Deforestation Regulation (EUDR) implementation until 2025. This decision was made to provide additional time for stakeholders, especially companies, to align their supply chains with regulatory standards and ensure a smoother transition.



Two workers are loading Fresh Fruit Bunches (FFB) into a dump truck before being transported to our palm oil mill.

Accelerating Growth and Fostering Innovations (SEOJK16-F.26)

The Company continued to adapt to all uncertainties arising from economic challenges, policies dynamics or weather conditions. Hence, the Company's management strongly encourages various initiatives and innovations to expand our portfolio and increase productivity. Concurrently, we will maintain a focus on cost management and restrict non-essential capital expenditures to preserve profit margins.

Throughout 2024, the Company continued its replanting program at the SMM and ANJA plantations. Since its inception in 2015, the Company has successfully replanted 12,635 hectares across these two plantations by the end of 2024. This program aims to maintain the average age balance of oil palm trees, thereby optimizing production sustainability. Additionally, the Company has utilized oil palm seedlings that are more resilient to climate change, minimizing the risk of production decline due to extreme weather conditions.

The Company also continued the land acquisition process at GSB, aiming to secure a contiguous area of 3,000 hectares for the subsequent HGU process. Throughout 2024, the Company successfully acquired 244.97 hectares, bringing the total compensated area to 4,800.08 hectares. The Company will commence planting on a portion of this land to accelerate production growth.

ANJ is dedicated to research and development (R&D), exemplified by the establishment of an R&D section at SMM in 2015. This R&D capability was developed in partnership with the French agricultural research group, Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD). Our R&D laboratory houses a team of experts in soil science, microbiology, statistics, pests and diseases, alongside field research personnel who oversee field trials and monitor optimal management practices. Collaborating closely with our estates, the R&D team implements best agronomic practices and fosters innovation.

Considering the increasing advancements in artificial intelligence (AI) technology, the Company recognizes the potential of leveraging AI in its business processes. Currently, the Company is developing a grading process for Fresh Fruit FFB using AI. This innovation is expected to enhance the quality of FFB to be processed, thereby achieving better extraction rates.



Management is also promoting the use of AI in the sorting process of our edamame production. This initiative is currently in its final fine-tuning phase and is expected to be implemented in 2025. In addition to maintaining the quality standards of our products, the use of AI is also anticipated to reduce personnel expenses, thereby making the business process more efficient and achieving optimal profitability.

In 2024, we installed a solar-powered water pump irrigation system to address water shortages, particularly during the dry season. This initiative demonstrates our resilience against the extreme weather conditions that frequently affect the edamame plantations in Jember.

Furthermore, we concentrate our strategic efforts in our edamame business, which include expanding the planted areas by establishing broader collaborations with farmers in and around Jember, increasing yields by implementing best agronomic practices, investing in seed quality programs, and strengthening integrated pest management strategies. We are also developing professional and skilled Field Assistants through the Field Assistant Development Program to guide farmers in achieving better yields. To optimize factory capacity, we are diversifying products by processing other raw vegetables during low edamame production periods, such as okra, green beans, and corn. Our edamame products are marketed domestically under the Edashi brand of frozen edamame. Additionally, in 2024, we expanded our export markets to countries beyond the Asia Foods network, such as India and Jordan.

As part of Indonesia's diversification and food security efforts, we believe that sago starch presents significant opportunities as a sustainable alternative carbohydrate source, which can help reduce dependence on rice, wheat, and other staple grains. Sago starch, being gluten-free and having beneficial digestive properties, has potential applications in various food products. We have observed increasing interest in its use in processed foods, both in domestic and export markets such as Japan, Singapore, Malaysia, and China. To capitalize this advantage, we have undertaken a series of initiatives to enhance the extraction rate of sago starch, starting with changes in the criteria for selecting sago trees to be harvested. This effort, initiated in mid-2023, has proven effective in stabilizing the extraction rate above 10%. We are also optimizing existing processing technology and opening the second sago estates to increase output volume and reduce production costs per kilogram. Furthermore, we are conducting studies to identify alternative renewable energy sources to lower production costs.

As part of our sustainability strategy aimed at reducing dependence on fossil fuels and greenhouse gas emissions, we recognize the potential of biogas for internal energy consumption. Our management is committed to accelerating renewable energy initiatives, including considering the construction of new biogas facilities at ANJA or KAL. This initiative will not only help reduce our reliance on fossil fuels but is also expected to lower production costs, thereby achieving optimal profitability.

Navigating Challenges to Forge Ahead in Production and Sales

[SEOJK-B.1.a, SEOJK16-F.2, SEOJK16-F.3]

In 2024, our total productive area was 42,177 hectares, a decrease of 1,233 hectares compared to the previous year, due to the replanting program at the SMM and ANJA plantations. We will continue the replanting program at these plantations to maintain a balanced age composition of oil palm trees across our operational areas. Starting in 2026, we will expand the replanting program to the ANJAS plantation, considering the older age profile of the oil palm trees there. By the end of 2024, the average age of our oil palm trees was 12.9 years.

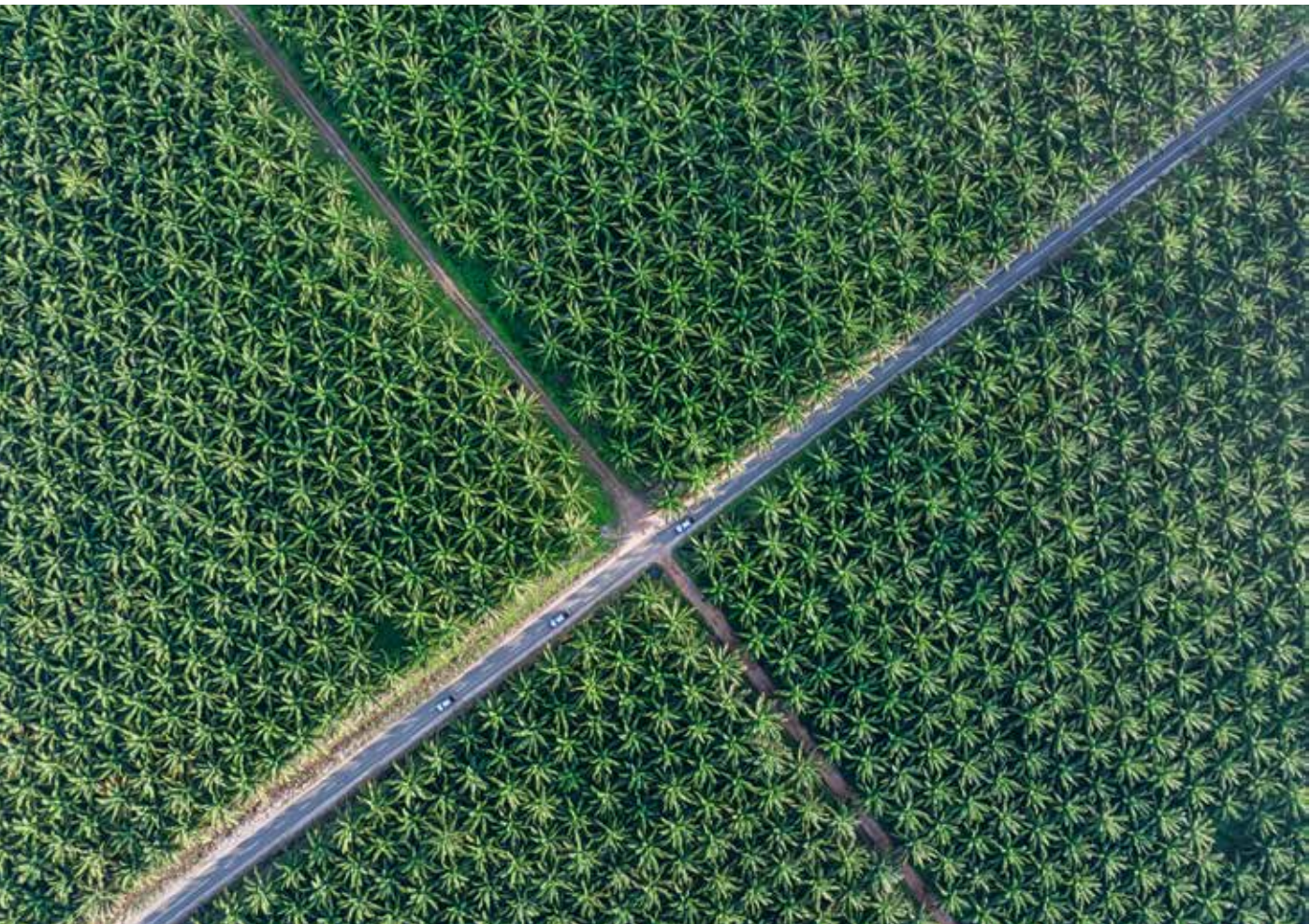
The year 2024 was a challenging one for us, with our FFB production experienced a significant decline of 11.7%, dropped to 777,615 mt from 881,051 mt in the previous year, representing 83.3% of our target. This was primarily due to the long-term impact of the El Niño event in 2023, which affected our plantations at SMM, KAL, and GSB. Meanwhile, the ANJAS, PPM, and PMP plantations faced different extreme weather conditions. High rainfall in these plantations caused infrastructure damage, leading to extensive flooding at the ANJAS plantation, which disrupted harvesting, fruit evacuation from the estates to the mills, and upkeep activities, including fertilization. The humidity caused by the high rainfall further exacerbated our production issues by increasing plant diseases, particularly at the PPM and PMP plantations.



Collection of Fresh Fruit Bunches (FFB)
in the sorting area.

Table 06. Comparison of Actual Performance against Target 2024 (SEOJK16-F.2)

	2024		2023		2022	
	Target	Actual	Target	Actual	Target	Actual
Palm oil production (mt)						
FFB Production	933,602	777,615	917,017	881,051	926,027	840,581
FFB Purchased	629,454	463,835	568,492	503,811	503,873	538,483
CPO Production	324,043	245,394	310,657	283,659	302,451	275,769
PK Production	59,693	47,669	62,757	52,432	57,608	55,011
PKO Production	2,220	1,121	1,768	1,459	1,944	1,052
Edamame production(mt)						
Fresh edamame production	1,574	2,253	2,040	1,710	1,878	1,670
Frozen edamame production	2,606	1,975	2,747	553	1,355	731
Frozen mukimame production	349	304	94	201	151	63
Sago starch production (mt)	2,725	2,228	3,970	1,896	14,427	2,708
Renewable energy production (kWh)	10,665,449	8,180,572	9,113,211	10,219,453	9,401,200	9,899,429
Financial Performance						
CPO sales (mt)	323,637	245,785	319,077	288,941	301,276	275,320
PK sales (mt)	59,693	47,610	58,171	52,581	58,863	54,996
Revenue (million USD)	257.8	236.8	258.1	237.6	241.4	270.2
Gross profit (million USD)	35.7	47.3	48.9	35.1	63.9	56.3
Income before tax (million USD)	17.7	20.4	15.3	12.1	34.9	35.8



Net profit for the year (million USD)	8.0	to USD 731 per mt in 2023.	9.2	4.2	4.4	21.9	23.5
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The impact of El Niño was also experienced by the farmers in our supply chain, making it difficult for us to secure fruit supplies from external sources. In 2024, the total FFB purchased from external parties was 463,835 mt, a decrease of 7.9% compared to the previous year.

Align with the decline in processed FFB volume, our total CPO production significantly decreased by 13.5% in 2024, reflecting an extraction rate of 19.9%. This production volume represents 75.7% of our target, which also resulted in a negative variance in our CPO sales volume, decreasing by 14.9% to 245,785 mt, compared to CPO sales of 288,941 mt in 2023 or 75.9% of the target. The lower supply of CPO in the global market due to reduced production in major producing countries, particularly Indonesia and Malaysia, drove up the benchmark CPO price in 2024. We achieved a higher average selling price (ASP) for CPO products compared to 2023, with an ASP of USD 822 per mt in 2024, an increase of 12.3% compared

In 2024, we produced 47,668 mt of PK, a decrease of 9.1% compared to the previous year. This led to a reduction in PK sales volume by 9.5% to 47,610 mt, representing 79.8% of our target for 2024, with an ASP of USD 501 per mt. Furthermore, the production of PKO from the Kernel Crushing Plant (KCP) in Southwest Papua decreased by 23.2% compared to last year's production, amounting to 1,121 mt.

The palm oil segment remains our core business, contributed of USD 230.9 million in revenue in 2024, or 97.5% the Company's total consolidated revenue. We recorded a gross profit of USD 52.3 million and a profit before tax of USD 26.1 million from this segment.

Table 07. Sustainable Palm Oil Production in 2024 (in mt)

[POJK51-B.1.D, POJK51-F.2, 13-23-3]

NUCLEUS		CPO		PK		PKO
	2024	153,706	28,446	1,121		
	2023	187,904	31,939	1,459		
	2022	159,133	32,127	1,052		
PLASMA AND PARTNERSHIPS		CPO		PK		PKO
	2024	15,515	2,075	0		
	2023	13,307	2,352	0		
	2022	20,939	1,975	0		
TOTAL SUSTAINABLE PRODUCT		CPO		PK		PKO
	2024	169,221	30,720	1,121		
	2023	201,212	34,290	1,459		
	2022	180,072	34,102	1,052		
TOTAL PRODUCTION		CPO		PK		PKO
	2024	245,395	47,668	1,121		
	2023	283,659	52,432	1,459		
	2022	275,769	55,011	1,052		
% SUSTAINABLE PRODUCTS		CPO		PK		PKO
	2024	69%	64%	100%		
	2023	71%	65%	100%		
	2022	65%	62%	100%		

In 2024, we successfully maintained a stable extraction rate of 10.1% in the sago segment, thanks to various initiatives and innovations as previously discussed. This resulted in a sago starch production volume of 2,228 mt in 2024, an increase of 17.5% compared to 2023. We recorded revenue of USD 1.2 million from the sago segment, a year-on-year increase of 34.8%. This revenue achievement was contributed by the sales volume of sago starch amounting to 2,253mt, with an ASP of IDR 8,381per kg in 2024.

The edamame business recorded positive growth throughout 2024. The expansion of the planting area led to an increase in production to 5,190 mt, growing by 59% compared to 2023 or 93.7% of our target. In 2024, we planted 870 hectares, comprising of 826 hectares through KSO partnerships and 44 hectares by independent farmers, compared to 531 hectares the previous year. Favorable weather conditions and the reliability of our team in anticipating plant diseases resulted in better frozen edamame production compared to 2023. Our frozen edamame volume grew by 257.3% to 1,975 mt, reflecting 75.7% of our target. We also produced 304 mt of mukimame, an increase from 201 mt in 2023.

In 2024, the Company recorded positive sales growth in the vegetable segment, primarily driven by frozen

edamame and mukimame sales, which increased by 331.4% and 19.3% respectively from 2023. The sales volume of frozen edamame rose to 1,569 mt, with an ASP of IDR 26,438 per kg. Meanwhile, the sales volume of mukimame increased by 103 mt to 304 mt, with an ASP of IDR 29,831 per kg. Total revenue generated from the vegetable segment throughout 2024 increased by 124.1% to USD 4.2 million, compared to USD 1.9 million in 2023.

AANE's electricity production and sales decreased from 10,219,453 kWh in 2023 to 8,180,572 kWh in 2024, showing a negative variance of 23.3% from our budget of 10,665,449 kWh. This was largely due to damage that required our machines to cease production for repairs. Service concession revenue slightly declined to USD 0.4million in 2024, with a fixed rate of IDR 975/kWh.

In 2024, consolidated revenue stood at USD 236.8 million, a slightly decrease of 0.3% from USD 237.6 million in 2023. However, higher selling prices for palm oil products compared to the previous year led to a significant increase in net profit by 106.7% to USD 9.2 million from USD 4.4 million in the previous year. Additionally, improved performance in the sago and vegetable segments contributed positively to this net profit growth. [\(POJK51-B.1.b, POJK51-B.1.c\)](#)

Table 08. Direct Economic Value Generated and Distributed (USD) (SEOJK16-F.3, GRI 201-1, GRI 13.22.2)

Deskripsi	2024	2023*	2022*
Economic Value Generated			
Revenue	236,814,460	237,568,975	270,244,569
Dividend income	463,969	498,784	640,276
Other income	1,632,749	1,502,512	1,188,611
Finance income	238,891	308,523	471,473
Total Economic Value Generated (A)	239,150,069	239,878,794	272,544,928
Economic Value Distributed			
Operating Costs	195,355,545	202,912,303	217,481,699
Employee Wages and Benefits	7,648,431	7,592,423	6,151,154
Payments to Shareholders	0	6,239,282	9,666,022
Payments to Creditors	9,857,002	9,651,484	4,949,142
Payments to Government	12,578,132	11,983,869	16,655,415
Community Investments	3,644,933	5,901,980	5,657,875
Total Economic Value Distributed (B)	229,084,043	244,281,341	260,561,307
Economic Value Retained (A-B)	10,066,026	(4,402,547)	11,983,621

* Restated due to the changes in presentation of shell sales and sales of RSPO certificates, and due to error in applying equity method of accounting and amortization of the fair value adjustments in step acquisition.

Total Environmental and Social Expenses in 2024 (in USD)

(SEOJK16-F.3, SEOJK16-F.4)

TOTAL ENVIRONMENTAL EXPENSES (USD)		TOTAL SOCIAL EXPENSES (USD)		TOTAL ENVIRONMENTAL AND SOCIAL EXPENSES (USD)	
2024	593,638	2024	653,113	2024	1,246,752
2023	1,344,322	2023	720,033	2023	2,064,356
2022	743,200	2022	796,713	2022	1,539,913

Complying to Defined Benefit Plan & Retirement Plans (GRI 201-3)

We have invested in the comprehensive well-being of our employees, extending beyond their active employment. Our commitment to fostering continuous professional development is evident through a range of training programs designed to enhance skills and knowledge across all levels. By investing in their development, we provide employees with the tools and knowledge that serve as a strong foundation for their future, including their retirement years. In addition to these learning opportunities, we prioritize the long-term financial security of our employees through robust post-employment benefit plans. (GRI 404-2)

We have a post-employment benefit plan for all permanent employees in compliance with Indonesian Labor Law requirements. The defined benefit plan of ANJ, ANJA, ANJAS, SMM, KAL, PMP, PPM and GMIT are managed through *Dana Pensiun Lembaga Keuangan* (DPLK) Manulife, an insurance company, with the Company contributing 100% of the benefits. Employee contributions nor their consent is not required as participation is mandatory under government regulations. There is no minimum funding requirement under the arrangement with DPLK Manulife amounting to IDR 496 million per year. The Company engages Manulife solely to manage the fund to fulfill post-employment obligations to employees. (GRI 201-3)

Our employees and staff of all ages receive a fair post-employment benefit after their service.

In 2024, we contributed a total of USD 5.4 million to the employee retirement plan managed by DPLK Manulife, recognizing a post-employment benefits obligation of USD 10.5 million. To fully meet our post-employment benefits obligations, we rely on funds from our operational results and support from our equities, as the total obligation represents only 2.67% of our equities. We did not receive any financial assistance from the government in 2024. (GRI 201-4, GRI 404-2)





Upholding Best Practices in Supply Chain and Traceability (SEOJK16-B.1.E)

Suppliers are a strategic component of our value chain, playing a crucial role in optimizing production capacity across all our manufacturing facilities. We are committed to enhancing the well-being of every stakeholder involved in our business activities across all our operations area. Within our palm oil business, we maintain two distinct supplier classifications for FFB: “scheme suppliers”, comprising of plasma and partnership (*kemitraan*) smallholders, and “independent suppliers”, which include plantation companies and cooperatives. Our supplier network encompasses more than 4,100 active farmers and agents, who operate either independently or through cooperatives arrangements. Additionally, our vegetable business in Jember, East Java, directly collaborates with 90 smallholder farmers who collectively cultivate 828 hectares of land to supply our business. In our sago business in Southwest Papua, the natural sago forests are traditionally owned by eight native family clans, who receive compensation for each sago log harvested.

A staff member supervising the unloading process of fresh fruit bunches (FFB) in the sorting area of the palm oil mill.

Given the significant social and environmental impacts of FFB suppliers compared to other suppliers, we consider the activities of FFB suppliers to be material in our operations. Currently, we source FFB from both scheme and independent suppliers in our operations in North Sumatra (ANJA and ANJAS), West Kalimantan (KAL), and Belitung Island (SMM). Meanwhile, our operations in Southwest Papua (PPM and PMP) purchased FFB from plasma suppliers, as the plasma agreement was signed by all stakeholders in January 2024, which marked the fulfilment of our plasma obligation in Southwest Papua estates.

The involvement of smallholder suppliers offers significant long-term economic opportunities. For perennial crops such as palm oil, which have a lifecycle exceeding 25 years, business relationships with FFB suppliers can be sustained for decades. Our mills consistently purchase crops from smallholders at fair prices, thereby increasing their income and reducing poverty in our operational areas. This practice indirectly stimulates local economic growth and generates job opportunities.



We recognize that the activities of our FFB suppliers can negatively impact on environment and social, such as deforestation, biodiversity loss, forced labor, child labor and social conflicts. The prospect of supplying FFB may encourage farmers to clear forests and develop palm oil plantations. Additionally, suppliers may lack the technical expertise and resources necessary to adopt sustainable palm oil practices. Moreover, smallholder farmers, particularly those who are independent, may not possess legal titles to the land they farm, with some of this land situated in protected or forest areas where agricultural activities are prohibited. [GRI 308-2, GRI 414-2]

Ensuring a stable supply of FFB from these suppliers is a priority for us to support our business growth in our communities while minimizing the potential negative impacts of their activities. Recognizing the critical importance of maintaining the entire value chain, we have implemented programs to empower smallholders and established a traceability system.

Supporting Local Economies

ANJ is committed to sustainable procurement practices that support local economies. For transparency in our reporting, we define "local" as the Indonesian provinces where we operate: North Sumatra, Belitung Island, West Kalimantan, and Southwest Papua. These areas represent our key operational locations for palm oil production.

Our procurement encompasses all suppliers of goods and services necessary for our operations. These practices are intentionally designed to strengthen local economies by creating business opportunities for local vendors, generating employment, and fostering economic growth in the regions where we operate. In 2024, our procurement from local suppliers reached USD 73.2 million, accounting for 87% of our total procurement. In contrast, non-local suppliers accounted for USD 10.6 million, or 13% of the total. Our overall procurement expenditure for the year was USD 83.9 million. Notably, 100% of our vendors are based in Indonesia, demonstrating our commitment to supporting the national economy and promoting sustainable development within the country. [GRI 204-1]



Loading process of fresh fruit bunches (FFB) onto a dump truck before transporting them to the palm oil mill.

Advancing Effective Approaches in Smallholder Empowerment Program

We mandate that all of our FFB suppliers meet rigorous technical, financial, administrative, and legal criteria to ensure that sourcing does not occur from forest areas. Additionally, all suppliers must adhere to the environmental, social, health and safety, and quality standards outlined in our Sustainability Policy and commit to our code of conduct by signing an Integrity Pledge. Both existing and potential suppliers undergo comprehensive screening processes, with regular evaluations conducted for existing suppliers. Furthermore, the performance of significant FFB suppliers is benchmarked against the standards and commitments of the Roundtable on Sustainable Palm Oil (RSPO) and our Sustainability Policy. Notably, in 2024, no new or current suppliers were terminated for failing to comply with social and environmental obligations. However, during the same period, we acknowledge that several suppliers encountered challenges in meeting these standards. Consequently, we provided close supervision and actively advocated for their improvement to ensure they meet the required criteria. [GRI 308-1, GRI 308-2, GRI 414-1, GRI 414-2]



We recognize that our stringent sustainability criteria and standards may be challenging for our smallholder suppliers to meet without assistance. Therefore, we are committed to not enforcing compliance abruptly or applying a “no purchase” policy without considering the potentially severe impact on their livelihoods. However, this does not mean we will compromise on our standards when purchasing from them. Instead, our approach is to provide capacity-building programs for farmers, encouraging them to adopt best practices in agronomy, and sustainable agriculture principles, and meet traceability standards. We also assist independent smallholders in formalizing the legality of their land use and obtaining the necessary certificates of land ownership from authorities. [\[GRI 13.22.1, GRI 13.23.4\]](#)

Our smallholder engagement programs are managed by various departments within our organization, including the Business Process and Business Development- Smallholders Department, the Plasma and Cooperatives Department, the Commercial Department, the Sustainability Compliance Department and the ICT and GIS Department. Additionally, we have a cross-functional task force that coordinates and manages supplier engagement activities to meet our targets. In 2024, we conducted 21 socialization programs attended by 531 smallholder farmers and related stakeholders. Despite a decrease in the number of meetups compared to last year, we have implemented a more efficient socialization program by organizing larger group meetings instead of individual sessions. This approach enables us to reach a greater number of farmers effectively. Furthermore, we invited farmers to join social media groups we developed called “BESTARI” to provide regular knowledge, support and educational information. All of these efforts are implemented to achieve our goal so at least 90% of all our smallholders adopt sustainable palm oil practices by 2025.

Our programs aim to assist smallholders in enhancing their productivity and crop quality, which will benefit our business. Simultaneously, these efforts help avoid potential environmental and social issues, which are crucial for sustainable development. Through our programs, we are confident that all our FFB suppliers, including independent smallholders, will be able to comply with our sustainable palm oil policy by 2030. We collaborate with government authorities to support independent smallholders in clarifying or resolving their land legality issues, aiming to assist them in complying with future land legality enforcement by the government and the requirements set by our buyers. Additionally, we have assisted all of the cooperatives within our supply chains to enhance their governance practices by conducting due diligence on legal documents as required by applicable laws and regulations. Furthermore, our

cooperatives empowerment program includes financial and tax literacy training to improve their essential knowledge to manage their finances effectively. [\[GRI 13.22.1\]](#)

We set a target to achieve 100% RSPO certification for our scheme smallholders, comprising 14 plasma and partnership cooperatives across our operations, by 2025. This target reached 86% completion in 2024. This attainment highlights the cooperative’s commitment to maintaining the purity and traceability of their product, setting a benchmark for sustainable and responsible agricultural practices. Under this accomplishment, we have succeeded in obtaining RSPO certification for all operating estates and scheme smallholder cooperatives. As a result, we processed 835,557 mt of RSPO certified FFB, accounting for 68% of our total FFB processed in 2024. In addition, suppliers that have obtained RSPO certification may obtain premiums from sustainable FFB, a testament to the value placed on sustainable farming practices. These premiums are then redistributed to farmers, ensuring that the benefits of sustainable cultivation are shared across the community. In 2024, 9 out of 14 cooperatives suppliers, representing 64%, were able to secure a premium price for their products. This scheme highlights ANJ’s commitment to incentivizing sustainable farming practices. [\[GRI 13.23.3, GRI 13.23.4\]](#)

Furthermore, we have been collaborating with USAID SEGAR and BAPPENAS since 2023, to support the sustainability certification process for independent smallholders in our supply chain, particularly in KAL. In 2024, we conducted Internal Control System (ICS) training for independent smallholders to enhance their understanding of ISPO certification standards and to develop Standard Operating Procedures (SOPs) tailored to group management needs. Additionally, this collaboration provided training on sustainable palm oil and best agronomic practices to improve production yields. However, due to policy changes in the United States, the collaboration with USAID SEGAR officially ended on January 25, 2025. [\[GRI 13.23.4\]](#)

Our supplier engagement program goes beyond mere business needs and mutual value creations, it also promotes our suppliers’ awareness of environmental protection and biodiversity conservation around agricultural areas. We have introduced various programs involving the community and our suppliers to mitigate the risks of deforestation and wildfires. Through collaboration with the Kelompok Tani Peduli Api (KTPA), we initiated pineapple cultivation in Kuala Tolak, utilizing unproductive and fire-prone lands near KAL’s operating site.



Top view of a dump truck transporting Fresh Fruit Bunches (FFB) to the palm oil mill.

Pioneering Progress to Improve Plantation Traceability

We are dedicated to maintaining full supply chain traceability to the plantation level, aligning with RSPO requirements and our Sustainability Policy. Our traceability efforts aim to establish a reliable system for acquiring, processing and transparently publishing data, thereby fostering trust among our supply chain stakeholders. We aim to achieve over 99% traceability of third-party FFB by the end of 2025. However, we successfully achieved a 100% traceability rate for FFB supplied by third parties in 2023, exceeding our target. Despite this success, we remain vigilant and continue to conduct assessments for ongoing improvement. Our commitment extends to improving the quality of the data in our system and safeguarding against various risks, including the possibility of fraud and data manipulation of FFB, which not only undermines the integrity of supply chains but also poses significant risks to the company's commitment to environmental stewardship and ethical practices. As part of our effort to minimize this kind of risks, we started to conduct an enhancement program on our traceability data in 2024. These initiatives analyzed the reasonableness of FFB yields relative to the land area owned by our supplier. [\[GRI 13.23.1, GRI 13.23.2\]](#)

Furthermore, we conducted due diligence on our suppliers to ensure that the FFB received did not originate from land deforested after December 31, 2020, and that they possess valid land ownership documents. This process is crucial for compliance with the European Union Deforestation Regulations (EUDR) and to ensure that both local and global sustainability standards are met. A pilot project for this process was conducted with six suppliers, comprising 30 farmers, across the SMM, ANJAS, KAL, and ANJA plantations, covering an audited area of 386 hectares. This process will be scaled up to include more suppliers, with regular monitoring to evaluate data discrepancies and the effectiveness of the due diligence process itself.

Another milestone in our digital transformation is the initiation of SIGAP (*Sistem Informasi GMIT untuk Agrikultura dan Pabrik*), specifically designed to support agricultural operations and the processing of frozen edamame and okra. SIGAP encompasses the entire process in the fields, from land and farmer selection, land preparation, planting, plant maintenance, and harvesting, to shipping. Recently, SIGAP has been expanded to include factory processes, such as receiving harvests, sorting, blanching, and Individual Quick Freezing (IQF) processes, as well as sanitation in locker areas. Moving forward, SIGAP will be developed to cover the packaging and delivery of the final product. The use of this technology enables the GMIT team to more easily establish partnerships with farmers and ensures a strong traceability system to monitor the quality and safety of the produced products. [\[GRI 13.22.1, GRI 13.23.1\]](#)

Overall, our stakeholders, including farmers, agents, and suppliers, actively participate in our traceability program and corporate sourcing policy through various official and informal socialization events. This community engagement ensures they understand the importance of providing reliable traceability data. We invest significantly in engaging with our FFB supply chain at all levels, despite the challenges posed by the dispersed nature of our independent suppliers across our operations, often in areas with limited access. Therefore, we see an opportunity to leverage information technology and social media to more efficiently engage with smallholder farmers.

Management receives traceability rate reports once every month and supplier engagement achievement report every three months. Furthermore, our traceability data undergoes annual internal audits and external audits every two years as part of the RSPO certification system. These regular reports offer management insight into any issues, ensuring they are addressed promptly as soon as any urgency arises.



FEATURE STORY

Achieving 100% RSPO Certification: a Milestone in Sustainability



Our Palm Oil Mill in Ketapang,
West Kalimantan.

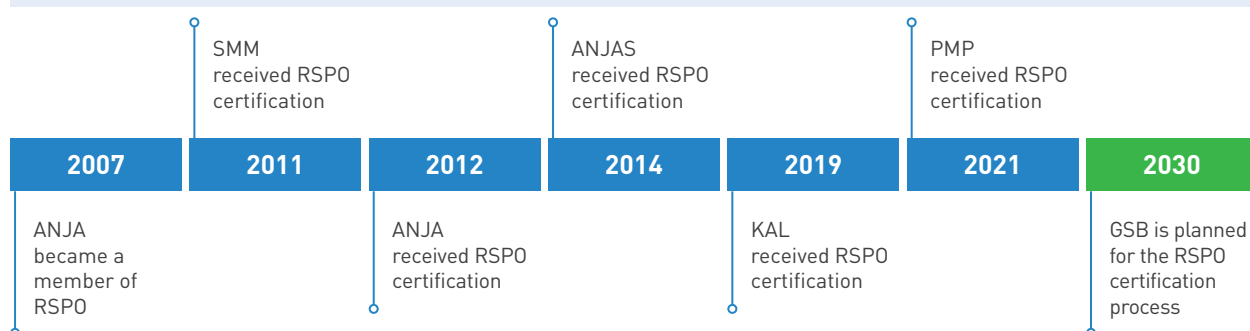
ANJ is committed to sustainability and follows Roundtable on Sustainable Palm Oil (RSPO) standards to ensure responsible palm oil production. These standards help balance industrial needs with environmental conservation. We started our journey towards RSPO certification in 2007 and since then, we have followed principles and criteria such as legality, best management practices, and managing social and environmental impacts. Our commitment extends to our partner farmers and those in our supply chain, and we are proud that our core and partner plantations have achieved RSPO certification since December 2024, a testament to our dedication to these standards. This achievement was faster than our 2025 target, showing the positive impact of collaboration between the company, plasma farmers, independent smallholder farmers, and cooperatives.

ANJ also distributes RSPO Premium Price to partner and smallholder farmers that have been certified. This helps improve farmers' welfare and supports the sustainability of the palm oil industry.

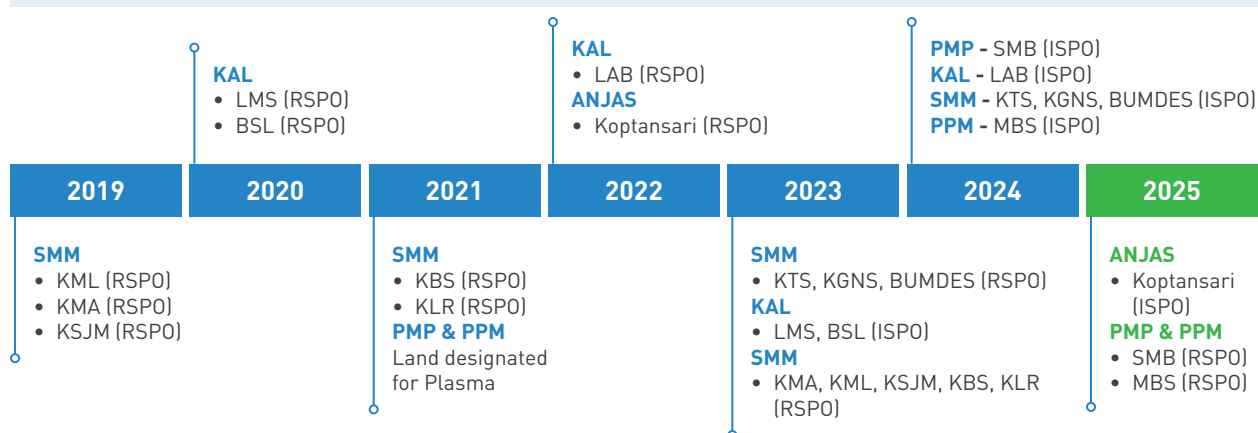


Our employees sorting fresh fruit bunches (FFB)
to ensure the quality of the fruit to be processed
at the palm oil mill.

ANJ's Sustainability Journey for RSPO Standards



ANJ Partnership Sustainability Journey (RSPO & ISPO)



Jamhari, as the chairman of LMS Cooperative, expressed his gratitude for KAL's commitment in helping improve the welfare of the partner farmers under the Laman Mayang Sentosa Cooperative. This is evidenced by the increase in the premium value provided by KAL every year. This achievement is the result of close cooperation between KAL and the cooperative management in achieving the common goal of improving the performance of the farmers.

Edi Radiansyah, SH., MH, Head of the Cooperatives and UMKM Office of Ketapang Regency, stated that the existence of cooperatives can improve the living standards of their members and the surrounding community. The investments provided by the cooperative can be utilized by the community for economic activities. Therefore, good cooperation needs to be maintained and improved to create a harmonious relationship between the company, the community, and the relevant government agencies.



Upholding Highest Commitments to Customer Excellence



A laboratory worker is showing a sample of palm fruit bunch to be analyzed for its quality.



Aligned with the Company's vision, we are committed to producing healthy and safe food products that meet both local and international quality standards. Our primary business involves the production of food-grade CPO, which is marketed to companies with refinery facilities for further processing into derivative products.

Additionally, we produce edamame and sago starch, which are marketed to food industries as well as directly to end consumers, making quality management crucial for these products. Our frozen edamame products for domestic consumers are marketed under the brand Edashi®. Meanwhile, our sago products are supplied to the domestic food industry under the brand Pati Alam® and to consumers under our retail brand Sapapua®. Our commitment is implemented in several key areas, as outlined below:

1. Commitment to Providing Equitable Service for Products to Customers

ANJ is committed to providing consistent and equitable services across its entire range of products and services. This dedication guarantees that all customers receive the same level of quality and attention, thereby reinforcing ANJ's commitment to fairness and customer satisfaction. We have divided the Commercial Department into separate teams for palm oil and non-palm oil products to enhance focus and ensure the reliability and excellence of the services provided. [\(SEOJK16-F.17\)](#)



A staff member conducting a stock inventory of sago sack in the storage.

2. Products Evaluated for Consumer Safety

A fundamental aspect of ANJ's commitment to its consumers is the assurance that all products undergo rigorous safety and health evaluations. This process ensures that ANJ only markets products that have been proven safe, thereby safeguarding consumers' well-being and fostering trust in the ANJ brand. Furthermore, ANJ provides important information about the products it sells, including nutritional facts, potential allergens, and disclaimers regarding the absence of preservatives and colorants. We provide nutritional value labelling on all products that we market under our own brands, following standards and regulations from the Indonesian Food and Drug Authority (*Badan Pengawas Obat dan Makanan* or BPOM). The provision of this nutritional information is done in collaboration with Saraswanti Indo Genetech (SIG), an Indonesian company that provides certified laboratory testing services and technical consulting, particularly in the agricultural and food sectors. Additionally, the labels also state serving size, serving per package and percents daily values in a serving of our products to be used as reference by our consumers. This transparency allows consumers to make informed decisions, underscoring ANJ's dedication to honesty and ethical business practices. (SEOJK16-F.27, SEOJK16-F.28)

3. Number of Products Recalled

In 2024, we received a complaint from one of our customers regarding the finding of foreign materials in our sago starch marketed to the food industry. Consequently, we recalled seven tons of Pati Alam sago starch to ensure that the contaminated product would not be further processed by the customer, thereby preventing any risk to consumers. This incident served as a reminder for us to further tighten quality assurance in our production processes. (POJK51-F.29)

4. Customer Satisfaction Survey

ANJ regularly conducts customer satisfaction surveys to gather feedback and insights directly from its customers. These surveys are critical tools for continuous improvement, allowing ANJ to align its products more closely with customers' needs and preferences. In 2024, we conducted a survey covering our 2022 and 2023 performances targeted to our B2B customers. The respondents of this survey accounted for 53.5% and 63.9% of our sales value in 2022 and 2023, respectively. Our palm oil and vegetable business segments have shown very satisfactory outcomes, with a net promoter score (NPS) of 100 for each segment. These scores demonstrated strong customer satisfaction and loyalty to our products and services. However, our sago segment requires significant improvement, as it received a less satisfactory NPS, signaling the need for strategic enhancements in product quality and services to elevate customer experience and perceived value. (SEOJK16-F.30)

Through these commitments, ANJ demonstrates its unwavering dedication to not only meeting but exceeding customers' expectations. This approach not only fosters a strong relationship with customers but also positions ANJ as a responsible and trustworthy brand in the marketplace.



PROSPERITY



Fostering Community Prosperity and Well-Being (SEOJK16-B.3, SEOJK16-F.23, SEOJK16-F.25)



At the heart of our mission lies a steadfast commitment to ensuring that every individual within the communities neighboring our operations has equitable access to opportunities for prosperity. Aligned with the United Nations Sustainable Development Goals (SDGs), our Responsible development agenda places a strong emphasis on fostering economic opportunities as a cornerstone for sustainable growth and community well-being.

Our initiatives involve a variety of development programs such as economic empowerment, educational development, healthcare accessibility, and infrastructure improvements, complemented by dedicated support for social, cultural, and religious initiatives.



A member of the Misela group harvesting Trigona honey cultivated using palm oil log waste.

We empower our employees be involved in the implementation of Responsible Development programs as a part of their responsibility. We maintain active collaboration with local governments, farming communities, craftworkers, local champions and other stakeholders to enhance program relevance and effectiveness. This participatory approach has enabled us to achieve 100% implementation of community engagement and development programs across all our operational sites, demonstrating our commitment to creating meaningful impact and sustainable growth in our host communities. [\[GRI 413-1\]](#)

Our businesses have always been designed to stimulate economic growth in rural and impoverished areas across our operating region. To address this challenge, we have implemented comprehensive community empowerment programs designed to equip local communities with essential tools, knowledge, and capabilities required for meaningful participation in the evolving financial framework. Our initiatives focus on sustainable skill development and capacity building, enabling community members to actively engage in and benefit from emerging economic opportunities aligns with key United Nations Sustainable Development Goals. Through these targeted interventions, we foster an inclusive economic environment that enables local communities to prosper alongside our business operations. [\(GRI 203-2\)](#)

We achieve this by generating economic impact through the involvement of local communities as contractors, local enterprises, suppliers, cooperatives, individuals, including the provision of goods and services to our organization and employees. This approach is implemented through strategic sourcing practices that prioritize local suppliers and service providers. Along with our operations model, we create direct employment opportunities throughout our supply and distribution chains, further enhancing local economic growth. Additionally, our Community Involvement Development Program also focuses on increasing the empowerment of local potential sectors such as agriculture, crafts and husbandry.

Access to education is also a matter of concern, thus becoming a key focus for ANJ, as it is a fundamental right of the people and a cornerstone for community development. ANJ has implemented a comprehensive educational support ecosystem well beyond our ESG Ambition. We established various initiatives in this aspect, including the construction and maintenance of educational facilities, the provision of educational materials and resources, and support for student and teacher training programs. By investing in education, we aim to empower individuals and communities, enabling them to break the cycle of poverty and contribute to overall socio-economic development. Through these efforts, we strive to make a meaningful contribution and lasting impact on the lives of those living in remote and underserved areas in proximity to our operations.

Recognizing the limited access to essential services in remote areas, we are dedicated to establishing a network of seven main clinics and five minor support clinics. These facilities, managed by qualified medical professionals, including doctors, nurses and midwives, are integrated into the National Health Insurance (*Jaminan Kesehatan Nasional/JKN*) network and are equipped with blood lab facilities. In alignment with our commitment to national healthcare initiatives, we actively support the Indonesian Ministry of Health's GERMAS (Healthy Community Movement) program. This collaboration enhances our ability to deliver comprehensive healthcare services while contributing to broader public health objectives. Through these strategic healthcare investments and partnerships, we ensure accessible, quality medical care for our workforce and surrounding communities, addressing a critical need in remote operational areas where healthcare access has historically been limited. [\(GRI 203-2\)](#)

Recognizing the transformative potential of strategic infrastructure investments, we have allocated resources to enhance community accessibility and social infrastructure. Our targeted interventions have focused on critical infrastructure development, including the construction of roads and bridges, worship facilities and community centers. We also improved community access to clean water by installing water pumps, which also benefit local hygiene and sanitation.

The social innovation programs demonstrate exemplary performance in Indonesia's PROPER award framework, showcasing initiatives that extend beyond standard environmental compliance requirements. This commitment to excellence in sustainable practices and community engagement is evidenced by significant achievements across multiple subsidiaries. In 2024, we achieved an unprecedented milestone when all four of our subsidiaries, comprising of SMM, ANJA, KAL and ANJAS, received the prestigious Gold PROPER award. This historic accomplishment establishes ANJ as a pioneer in Indonesia's palm oil industry, being the first and only company to secure Gold PROPER across multiple subsidiaries simultaneously. We have set a high standard for the industry as being the only palm oil company in Indonesia to have received such achievement.

**Table 09. Significant Infrastructure and Services Investments** (GRI 203-1)

Item	Location	Description	Impact
Infrastructure			
Road Construction (Pro bono) Road Repair (Commercial)	ANJA, ANJAS	Road construction initiative in the Simangambat and Huristak Districts, specifically near Binanga. This infrastructure project, which commenced in 2013 and continues to progress, encompasses the development of 62 kilometers of lean concrete roads with a total investment of IDR 8.61 billion. In 2024, The strategic expansion of the Simangambat-Bragas road corridor included a 15-kilometer extension, representing an investment of IDR 765 million. Concurrent with this expansion, we completed comprehensive rehabilitation works on existing road networks in Simangambat and Huristak Districts, encompassing 25 kilometers of roadway with an investment of IDR 139 million. Moreover, a new road improvement project at SMPN 4 Angkola Selatan constructs 372 meters of road infrastructure with an investment of IDR 36.8 million.	Enhancing accessibility, facilitating economic and education activities, and benefiting local communities in the villages.
Construction of Bridge (Commercial)	ANJAS, PMP	The construction of a robust 23-meter H-Beam bridge, representing an investment of IDR 575 million through our subsidiary ANJAS in Pardomuan District. Moreover, ANJ in Papua has invested a total of IDR 1.934 billion for the construction and repair of a 360-meter bridge in Benawa 1, from 2017 to 2024	The bridge serves as the main access to facilitate the economic activities of the community, such as transporting goods and services or agricultural products to Padang Sidempuan and ANJAS for palm fruit delivery. Improved connectivity and access to essential services for local communities
Construction of Retaining Wall. (Pro bono)	ANJA	The construction of an 80-meter retaining wall in Simangambat Julu Village, Simangambat District. This critical infrastructure development represents an investment of IDR 1.2 billion in 2024.	Serves to protect and stabilize the surrounding terrain, mitigating potential environmental risks while safeguarding community assets.
Concrete Casting (Commercial)	ANJAS	The casting of concrete roads in Janji Matogu 410 meters long with a total investment of IDR 1.75 billion started in 2022 and continued throughout 2024.	Improve access for local communities and transport of palm fruit to factories.
Establishment of Laman Satong Village Office (in-kind) Greenhouse and Kelekak Café building (in-kind)	SMM	Construction of the Air Ruak II Community Center was carried out in 2024 with an investment value of IDR 148.5 million. Greenhouse building & Kelekak Café for Tani Misella Group & Kelekak Farming Group with an investment value of IDR 20 million.	Improving public facilities and providing venues for community activities
The building and maintenance of bridges, roads, waterway access and laterite roads with culverts (Pro bono)	KAL	Construction and maintenance of bridges and roads, waterway access, and laterite roads with culverts of the Durian River, Kuala Satong Village, were carried out with a total investment of IDR 352.4 million Also in 2024, repairs to Marsela Road and bridge in Laman Satong Village, Kuala Tolak Village and Sungai Awan Kanan Village were undertaken with an investment value of IDR 45.1 million.	Improving access for local communities and avoiding flooding

Item	Location	Description	Impact
Road Construction (In-Kind)	PPM, PMP	Laterization and road elevation in 2024 in PPM amounted to IDR 14 billion and PMP IDR 4.2 billion.	Improving access for people and economic activity in the surrounding vicinity, which was previously inaccessible.
Construction of Boreholes and Wells	PPM, PMP	Procurement of clean water sources through the construction of boreholes and wells for Kais Village and Suse Village, Kais District, each with 6 units, with a total investment of IDR 80 million.	Providing clean water access to communities to enhance sanitation and hygiene

Services

Early Childhood Education (PAUD)	PMP	In 2024, the PAUD Program in Sumano, Benawa and Puragi Villages provided teacher training, curriculum development and learning support activities with a total investment of IDR 164 million	Advancing educational accessibility and quality within our operational areas through comprehensive educational initiatives, expanding community access to educational opportunities, and implementing targeted teacher development programs.
Cooperative & Convenience Store	PPM, PMP	Since its initiation in 2019, this service has provided essential banking access to our stakeholders. The program's continued expansion is demonstrated by PPM's establishment of an additional branch store within the Housing Compound in 2023, further enhancing financial service accessibility.	Improve the local economy. This access to financial services empowers people to improve the management of family finances. The convenience store provides people with necessities and is very helpful due to the limited accessibility of the plantation to outside shops.
Firefighting group	KAL, ANJAS, SMM	Smallholder farmer fire-fighting groups conduct a fire prevention and management initiative, including three groups in KAL with 45 members, one group in ANJAS with 15 members and two groups in Nyuruk and Jangkang villages comprising 20 members.	Local communities are actively involved in fire prevention and management.
Health Clinics	PMP, PPM	Since 2016, Sumano, Benawa I has benefited from health services. PPM opened a Primary Clinic to provide diverse healthcare services, including doctor consultations, routine health examinations, essential treatments, and preventive care programs.	Provide health services to both employees and local communities serving 6 villages.
Water Access Support	ANJA	In 2024, ANJA has provided clean water assistance throughout the year to 21 villages, with a total value of IDR 77.7 million.	Advancing health, quality of life, and productivity while reducing the burden on residents in accessing water.



Committing to Transformative Community Development (GRI 203-2)

Socio-economic empowerment

Our Belitung subsidiary, SMM, has been at the forefront of innovation in agriculture by initiating the ICONIC (Integration of Conservation Enterprises and Community) empowerment program that utilizes conservation areas, integrating sustainable farming practices with environmental conservation efforts. SMM engaged local groups in sustainable cultivation practices within the Mata Air Nyato conservation area, focusing on Trigona honey, coffee, and handicrafts made from lais leaves. By providing training, market access, facilities and promoting conservation principles, SMM encourages these groups to not only increase their income but also play an active role in maintaining ecological balance.

SMM reactivated the Laskar Misella Group, by re-engaging 11 members in Trigona honey cultivation. SMM introduced a new method using palm logs—leftover from SMM's replanting process—as a medium for expanding Trigona bee colonies. This method is more efficient compared to the previous practice of using wood. The company also promotes environmental Trigona beekeeping techniques by introducing colony propagation through grafting, using more flexible media that do not rely on forest.

In 2024, the Laskar Misella Group recorded a total income of over IDR 107 million. Additionally, the group has become a learning center for Trigona beekeeping, organizing nine training and introductory sessions throughout the year for other groups, researchers, and university students. SMM also formulated a natural insecticide made from Trigona bee nests and designed Trigona honeybee hives using palm log-based technology.

Beyond honey cultivation, SMM collaborated with the Kelekak Farmers Group to develop sustainable coffee farming. We built a greenhouse focused on drying, seedling, and composting to improve the quality of coffee products. In addition, The Kelekak Farmers Group has produced 2,700 kg of coffee beans, with 10 active members participating in Jangkang Village. The farmers have also received training on processing waste, such as producing liquid organic fertilizer from husks, turning dry leaves into compost, and the process of coffee residue. These skills are expected to improve the quality and quantity of their products while expanding market opportunities for coffee sales.

The lais leaf handicraft program has been running since 2018 in collaboration with the Sahabat Lais Group. As part of conservation efforts, SMM conducted lais leaf planting of 618 seedlings along the banks of the Aik Tedong River with the government, group members, and community representatives. In 2024, the group successfully sold 1,364 items, generating of IDR 43,5 million, including bags, mats, tote bags, wallets, hotel slippers, and other handmade products. These sales strengthened the competitiveness of local products and positively influenced the community's economy. Another innovation introduced by the program is the reduction of synthetic dyes, replacing them with natural dyes derived from turmeric, gambier and butterfly pea flowers.

Trigona honey, coffee, and lais leaf handicrafts have been developed into flagship products that support the local economy while potentially attracting eco-tourism. To expand market reach, these products are promoted through exhibitions and e-commerce platforms. Additionally, this program has actively participated in significant events in East Belitung and displaying their products at the Muhibah Budaya Jalur Rempah (MBJR) event organized by the Ministry of Education, Culture, Research, and Technology and the Business Media Press Tour by BDPKS. These events help introduce conservation-based products and practices to a broader audience.

An assessment of the ICONIC program revealed an SROI (Social Return on Investment) value of 2.49. This means that every IDR 1 invested generates a benefit or impact worth IDR 2.49. The program's effectiveness has shown consistent growth from 2021 to 2024, driven by expanding beneficiary participation and increased productivity across multiple initiatives: Trigona honey cultivation, coffee production, lais leaf handicrafts, and eco-tourism activities in the Makam Balok Forest landscape.

"Gerbang Emas" program at SMM also has demonstrated progress in edamame cultivation across East Belitung since its establishment. In 2019, We have successfully expanded our cultivation capacity through strategic partnerships with local farming groups. The program has grown to encompass multiple farmer groups, including Subur Jaya (0.15 hectares), Pelita Bumi Raya (0.10 hectares), and Tuah Berkarya (0.06 hectares). In 2024,



A group of women from Mandasip Village peeling freshly harvested onions to make ready-to-sell fried onions as part of the 'REGENERATION' project.

we further expanded our reach by integrating the Sadar Wisata Desa Balok group, adding another 0.5 hectares to our cultivation area. The production of this community reaches 2,567 kg of edamame. This program also promotes environmental practices through innovative waste management, converting edamame stems and leaves into alternative cattle feed.

Located in North Sumatra, ANJA keeps progressing with the "Tani Mandiri" program. This initiative has been ongoing throughout 2024, benefiting an increasing number of participants—from 26 to 40 individuals in Mandasip Village, North Padang Lawas Regency. As a continuation of this program, ANJA launched a new project called "REGENERATION" (Revitalizing Lives with Agrofisheery and Energy Integration), aimed at enhancing food self-sufficiency through the cultivation of red onions and Nile tilapia, processing red onions into fried onions, fish processing, and biogas production from cattle manure. This program also emphasizes the transition to clean energy based on a zero-waste concept.

This initiative collaborates with three newly formed groups, Agrotani Mandasip Berdikari Group, Nusantara Bumi Mandasip Group and Mandasip Mandiri Group. ANJA provides training on developing combination fertilizers made from *Oryctes* beetles (*Rhinoceros beetles*), fish bone and slurry, which serve as substitutes for chemical fertilizers. ANJA also enhances capital and land infrastructure by providing production facilities such as jet pumps and sprinkler irrigation systems. One of the groups, Agrotani Mandasip Berdikari Group, successfully implemented the Tani Mandiri farming concept in red onion cultivation, becoming a model farm and learning center recognized by the Mandasip Village Head.

An evaluation of this program using the Social Return on Investment (SROI) method resulted in an SROI value of 2.24, indicating that for every IDR 1 invested, the program generated IDR 2.24 in empowerment benefits.



At ANJAS, the Territory (Water Harmony for Prosperity) program was initiated to enhance community welfare through the sustainable use of natural resources. The program empowers Labalasiak Female Farmer Group and Firefighting Group (KTPA) through various activities, including vegetable and fish farming, organic waste composting, and improved access to clean water. In addition to increasing household incomes, this program also focuses on sustainable water resource management, which contributes to reducing waterborne diseases. According to assessments, the SROI value for this program is 2.14, meaning that every IDR 1 invested yields IDR 2.14 demonstrating substantial positive impact on community well-being and empowerment program.

The Labalasiak Female Farmer Group agricultural products such as eggplant, cucumber, chili, long beans, and water spinach have been cultivated and marketed through the “Poken Market”, located within the company’s area. This program has empowered 18 female farmer members in Labalasiak and contributed to local economic development. The Labalasiak Female Farmer Groups receive training in farming techniques and compost production using household organic waste and vegetable harvest residues. The company also constructed a compost house to support the group in producing organic fertilizer. These agricultural products help fulfill household food needs for both the local community and company employees’ families.

In 2024, in addition to conducting fire prevention patrols, 45 members of the Firefighting Group (KTPA) received assistance in fish farming, focusing on Nile tilapia, common carp, and tilapia, utilizing natural water sources in Pardomuan Village. ANJAS provided technical training to the community, introducing innovative fish feed alternatives using *Stenochlaena* and *Lucilia sericata* larvae. Additionally, ANJAS implemented circular economy principles by utilizing production waste to create an organic fish feed called “Paraupan Pakan Prima”, ensuring a more efficient and environmentally friendly production cycle.

KAL has initiated the Fire Defense Hub program to improve community well-being and wildfire prevention by enhancing individual capabilities in economic development, education, fire prevention infrastructure, and biodiversity conservation. KAL strengthens local resilience against wildfire threats by actively involving the community in mitigation efforts, reducing fire risks, and reinforcing economic and social stability. A study revealed that this program has a Social Return on Investment (SROI) value of 2.10, meaning that for every IDR 1 invested, the program generates IDR 2.10 in social and economic benefits.

One of the key initiatives within this program is pineapple farming, developed in collaboration between KAL and the Firefighting Group (KTPA) of Kuala Tolak Village. This initiative has transformed previously unproductive and fire-prone land into a productive source of livelihood. Utilizing 1.5 hectares of land, the group employs an intercropping system, growing pineapple alongside cassava and soybeans. A total of 27 group members collaborated to process these agricultural products into various value-added products.

During the initial product trials, pineapple is processed into syrup, *dodol*, and jam, while cassava is processed into chips, mocaf flour, and cookies. Soybeans are processed into soymilk, soymilk powder, and soybean nuggets. These processed products have been registered under a Home Industry License. Every month, more than 40 kg of pineapples are processed into these various products.

In 2024, the Firefighting group received a visit from the Indonesian Palm Oil Association (GAPKI) as part of a comparative study tour. The visit aimed to enhance GAPKI members’ understanding of the wildfire prevention efforts undertaken by KAL and the local community, particularly in high-risk areas like Kuala Tolak Village.

KAL continues to demonstrate commitment to sustainable community development through active participation in the Desa Fokus (Focus Village) program, a collaborative initiative with local government authorities and Non-Government Organization (NGO). Since its inception in 2020, this comprehensive development program has yielded measurable improvements in the Village Development Index scores across multiple communities, including Kuala Satong, Laman Satong, and Kuala Tolak, with notable advancements in social resilience and environmental sustainability metrics. The program’s effectiveness was further strengthened in 2022 through a formal partnership agreement between Ketapang Regency, KAL, Mitra Pembangunan Ketapang (MPK), and Tropenbos Indonesia.

In 2024, we strengthened our multi-stakeholder collaboration framework to drive comprehensive community development initiatives. This integrated approach leverages the distinct expertise of each partner to create sustainable impact. Tropenbos has significantly contributed to agricultural advancement through specialized “field schools”, delivering targeted technical training in rice and orange cultivation. This multi-stakeholder collaboration focuses on knowledge sharing, developing integrated village development models, and strengthening community economic resilience through enhanced cooperative systems and market access. The program exemplifies our commitment to fostering sustainable community development through strategic partnerships and locally adapted solutions.

The Edamame Farming Group in Desa Laman Satong has achieved harvesting 1,263 kilograms of edamame from an 850-square-meter cultivation area. With stabilized cultivation processes and increasing market demand, the group has established a competitive market position, selling their produce at IDR 30,000 per kilogram, which contributes to income generation for community members. Complementing the edamame cultivation, KAL has implemented an intercropping strategy with corn production, yielding an additional 150 kilograms of harvest.

KAL innovative milkfish farming initiated integration of sustainable aquaculture with environmental conservation through a Silvofishery system that combines fish cultivation with mangrove preservation. In 2024, the program achieved a milestone with its inaugural harvest of 515 kilograms, managed by two farming groups comprising 18 members. The program's success has inspired six additional independent farmers to adopt this sustainable aquaculture model. Through collaboration with the Ketapang Regency Food Security and Fisheries Service, we provide technical training in pond preparation, water quality maintenance, seed management, and harvesting techniques, while empowering local communities with skills in developing cost-effective alternative feed solutions. While the program has demonstrated considerable success, we continue to focus on improvement opportunities, particularly in optimizing milkfish fingerling management during the critical first three weeks of cultivation, which we have identified as a key success factor.

GMIT launched a circular economy initiative by repurposing edamame plant residues into feed for goats and sheep, in collaboration with livestock farming associations in Jember. Currently, four livestock partners have utilized edamame residues as animal feed, while livestock waste is processed into organic compost to fertilize on GMIT edamame planting areal. This program not only helps reduce livestock feed costs for farmers but also creates a sustainable production cycle. In 2024, program partners reported a 66.14% reduction in livestock feed costs improving the efficiency and sustainability of their farming operations.

Meanwhile, the "Kampung Edamame" (Edamame Village) initiative continues to demonstrate in fostering sustainable community development and women's economic empowerment. The program has expanded its impact, now engaging 15 women participants, an increase from the previous 13 members. These participants earn a substantial monthly income of IDR 4.5 million, representing 1.7 times the regional minimum wage (UMK) of Jember, significantly contributing to local economic resilience. The initiative has evolved into a comprehensive educational hub, establishing

partnerships with prominent educational institutions including SMKN 5 Jember, Jember State Polytechnic, and Jember University, facilitating valuable internship opportunities. Through our innovative "Edamame Agriculture Goes to School" (Pak Tanie ke Sekolah) program, we have extended agricultural education to students at Madrasah Pondok Pesantren Ar Risalah in Ajung, fostering early exposure to sustainable farming practices and cultivating the next generation of agricultural practitioners.

The "Warung Mama" initiative at ANJAP in Southwest Papua exemplifies a successful women's economic empowerment program while promoting indigenous food sustainability in Saga Village, Metamani District, South Sorong Regency. The program provides comprehensive culinary training to local women ("mamas") in preparing and marketing sago-based dishes, strategically promoting this traditional food source as a versatile and nutritious ingredient while creating economic opportunities. The initiative has expanded to include agricultural development, incorporating traditional crop cultivation such as cassava and chili peppers, alongside modern hydroponic techniques for sustainable year-round vegetable production. The program's success, demonstrated by strong patronage from both local community members and ANJAP employees, has led to its replication at PPM operations. Additional economic opportunities have emerged through traditional Noken bag production, with products being sold through local cooperatives and made-to-order arrangements. This comprehensive approach to women's economic empowerment showcases the initiative's effectiveness in creating sustainable income streams while preserving cultural heritage across operational areas.

In 2024, we expanded our community economic empowerment initiative in Southwest Papua through the continued implementation of the PEKA (Pemberdayaan Ekonomi Karekano / Karekano Economic Empowerment) program, building upon the success established in 2023. Through this strategic initiative, PMP and PPM have strengthened their engagement with local communities in Kais, Ikana, and Puragi villages, transforming subsistence-level harvesting of shrimp, fish, and vegetables into sustainable commercial enterprises. The program has successfully integrated 73 local partners as direct suppliers to meet our company's food supply requirements, creating a reliable market channel for their products while fulfilling our operational needs. This mutually beneficial arrangement has generated significant economic value for participating communities, with total purchases amounting to IDR 234.7 million from January to December 2024. Our active support and monitoring of the program through PMP and PPM ensure sustainable implementation while fostering local economic growth and community resilience.



Teachers actively engaging with students
in 'Kelas Inspirasi'

Education Program

In recognition of the significant educational disparities between rural and urban areas in Indonesia, we have implemented comprehensive educational initiatives, aligning with our commitment to SDG 4 (Quality Education). We are committed to providing quality education access for employees' children through "Yayasan Perguruan Austindo Nusantara Jaya Agri". Currently, the foundation manages various levels of education, including Kindergartens at ANJA, ANJAS, and KAL operations, Elementary Schools at ANJA and ANJAS, and a Junior High School at ANJA. Our school has achieved prestigious 'A' accreditation, demonstrating our compliance with highest academic standards. In areas where we do not directly manage educational facilities, we actively collaborate with stakeholders to enhance the quality of local schools, ensuring that both our employees' children and the broader community have access to quality education. This comprehensive approach to educational development represents a significant indirect economic impact in our operational areas, contributing to long-term community development through improved access to quality education.

We expanded our educational initiatives beyond Southwest Papua to other operational locations, including KAL and ANJAS, representing a strategic broadening of our educational development. Our comprehensive educational framework focuses on four critical pillars: providing basic infrastructure, implementing innovative teaching methods, enhancing teacher competencies, and fostering students' character development. This expanded focus demonstrates our commitment to providing inclusive, equitable and high-quality educational opportunities for children in remote communities where access to adequate learning facilities has historically been limited. Through this comprehensive strategy, we continue to bridge the educational gap and foster sustainable community development.

Since 2023, KAL has been implementing several education programs for students, including 'Kelas Inspirasi', 'Kelas Bersinar' and 'Kelas Menggapai Bintang' program. These programs were successfully executed in 2023 and have now been expanded in 2024. Initially, the programs targeted only upper-grade students, but in 2024, they were extended to include lower-grade students as beneficiaries.

KAL also supported through innovative learning initiatives that integrate sustainability, science, and digital literacy. At SMPN 3 Matan Hilir Utara, we implemented the Sustainable Garden Education Program, fostering environmental awareness and sustainable agricultural knowledge among students. Complementing this effort, we established the Science and Literacy Class at SDN 08 Matan Hilir Utara to enhance students' scientific understanding and literacy capabilities. A significant milestone was achieved with the launch of our pilot E-Library Initiative at SDN 09 Matan Hilir Utara, supported by the donation of computer equipment to facilitate digital learning. Currently, the E-Library hosts 751 digital books, with an addition of 88 books in 2024, and has recorded 1,712 digital book accesses throughout the year, reflecting substantial progress in technology adoption for educational purposes. The program's effectiveness has garnered recognition from the Regional Education Supervisor, validating KAL's commitment to advancing educational quality in the region through innovative, technology-enabled learning solutions.

Complementing our educational infrastructure initiatives, KAL has implemented a comprehensive teacher development program aligned with Indonesia's "Merdeka Belajar" (Independent Learning) curriculum framework. The program engaged 58 teachers in intensive professional development sessions, focusing on creating and implementing effective learning modules that embrace contemporary pedagogical approaches. This initiative strengthens our educational support system by enhancing teaching methodologies and ensuring educators are well equipped to deliver quality education that meets national curriculum standards while adapting to evolving educational needs.

At ANJAS, North Sumatra, the School Development Program at SMPN 4 South Angkola continues to advance educational accessibility and quality. With nearly 71.85% of students being children of ANJAS employees, the company has implemented comprehensive infrastructure and educational enhancements. In 2024, ANJAS constructed a new 418-meter access road to the school, utilizing community-granted land to improve student accessibility. The program encompasses infrastructure development, including the provision of essential classroom furniture and equipment, schoolyard leveling, creation of living fences, and improved sanitation facilities. By focusing on institutional strengthening alongside physical development, we create an integrated framework that ensures long-term educational quality and community development in our operational areas.

Our educational journey in Southwest Papua began in 2018 through a partnership with the Alirena Foundation, supporting Early Childhood Education (PAUD) programs in Sumano and Benawa. Since assuming full operational responsibility in late 2022, we have significantly expanded our educational footprint, extending services to elementary education and incorporating new communities in Puragi and Tawanggire. In 2023, we enhanced our infrastructure commitment by constructing and renovating early childhood facilities across Sumano, Benawa, and Puragi, ensuring safe and conducive learning environments. Our PAUD teachers also provide crucial supplementary education in fundamental literacy and numeracy skills for elementary students requiring additional support. The impact of these initiatives has been substantial, positively affecting over 300 students and demonstrating our commitment to fostering educational excellence in remote communities.

The Early Childhood Education (PAUD) program in Southwest Papua initiated an exit strategy, focusing on the transition of PAUD operations to local teachers. ANJ had previously mentored local teachers to independently run PAUD programs in Sumano and Benawa. Beyond the PAUD program, we also supported students at YPK Benawa 1 Private Elementary School and SMPN 1 Sumbe in South Sorong Regency in conducting the computer-based National Assessment (ANBK). A total of 18 ninth-grade junior high school students and 22 fourth-grade elementary school students participated in the assessment.

ANJA strengthened its educational support initiatives in North Padang Lawas Regency, North Sumatra Province, through a comprehensive scholarship and vocational training program. In 2024, ANJA awarded university scholarships to ten outstanding students from our operational areas: three each from Huristak and East Holongan Districts, and four from Simangambat District. Recipients were selected based on their academic performance, socio-economic aspect, and residence within our operational areas. Complementing our scholarship initiative, ANJA expanded its vocational education support by providing practical work experience opportunities through structured internship programs. In partnership with SMKN 1 Simangambat and SMKN 1 Huristak, we facilitated hands-on training in oil palm cultivation techniques at ANJ Agri, with 52 vocational high school students successfully completing their internships in 2024. This comprehensive educational support program demonstrates our commitment to nurturing local talent and developing skilled professionals while contributing to educational opportunities.



FEATURE STORY

Rebuilding Sustainable Futures: The ICONIC Program's Holistic Approach to Development in East Belitung



Close-up view of a Trigona honey-producing beehive.

In the heart of Belitung Island, Indonesia, a groundbreaking social innovation program is reshaping the relationship between environmental conservation and community development. The Integration of Conservation Enterprises Community (ICONIC) program, implemented by SMM, represents a comprehensive strategy for addressing interconnected challenges of economic vulnerability, environmental degradation and cultural preservation.

Belitung, renowned for its natural wealth, faces significant socioeconomic challenges. According to the 2020 Central Statistics Agency data, approximately 12,000 residents live in poverty, with many previously engaging in environmentally destructive activities such as illegal mining and slash-and-burn land clearing. Within this context, the ICONIC program emerges as a transformative initiative that reconnects local communities with their traditional ecological wisdom.

Central to the program is the revival of "kelekak," a traditional practice whose name derives from the Malay phrase "kelak kek ikak" meaning "later for you." this ancestral approach involves communities in cultivating fruit trees into productive forests that can be economically utilized sustainably. By reintroducing this concept, SMM is not just implementing a program but rekindling a cultural approach to environmental stewardship.

The ICONIC program strategically integrates multiple sustainable development strategies. In Jangkang Village, the Kelekak farming group has revolutionized coffee production through advanced techniques like greenhouse drying and modern processing equipment. Their approach extends beyond mere production—every part of the coffee plant is utilized. Dried coffee leaves become compost, wet husks are transformed into kaskara tea ingredients and dry husks are converted into organic liquid fertilizer.

Simultaneously, the program harnesses Belitung's unique ecological resources through trigona honey production. The Misela group, collaborating with SMM, has developed innovative bee cultivation methods using recycled palm oil logs and jerry cans. They produce two distinct honey varieties: raw honey with a liquid texture and dehumidified honey with a thicker texture, each offering different health benefits.

Cultural preservation meets economic opportunity through the Sahabat Lais group's lais leaf crafts. By creating intricate products like mats, bags and hats, they have expanded market reach to major cities like Jakarta and Bali. Cultivation occurs near the Tedong River Conservation area, ensuring sustainable raw material sourcing.

The program also embraces eco-tourism as a conservation strategy. The Balok Village Tourism Awareness Group offers conservation-focused experiences in the Balok Cemetery Forest Landscape. Visitors can engage in hiking, culinary experiences, religious site visits and river explorations while encountering unique local biodiversity, including rare animals like tarsiers and endemic bird species.

Recognizing that long-term environmental sustainability requires education, SMM has established a Conservation School program. This program educates children about local flora and fauna, environmental protection practices and hands-on conservation activities, aiming to cultivate ecological awareness among younger generations.

The program's effectiveness is substantiated by a Social Return on Investment (SROI) analysis, which revealed a value of 2.49, indicating substantial environmental, social and economic benefits. This metric underscores the program's success in creating holistic, sustainable development.

At its philosophical core, the ICONIC program embodies a profound understanding that humans can utilize natural resources without compromising ecological integrity. It demonstrates that economic development and environmental conservation are not competing objectives but complementary strategies for community advancement.

Through this multifaceted approach, SMM is not just implementing a program—it is reimagining the relationship between community, economy and environment, offering a beacon of hope for sustainable development in East Belitung. The ICONIC program serves as a compelling model that proves by respecting traditional knowledge, embracing innovation and prioritizing ecological balance, communities can create pathways to prosperity that honor both human needs and natural systems.



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03

PLANET



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Agribusiness operations can substantially alter natural landscapes, consume significant quantities of natural resources and emit high levels of greenhouse gases. These factors result in negative impacts on biodiversity and the environment and can threaten the stability of the earth's natural systems. To mitigate these risks and reduce negative effects while aiming for positive outcomes, it is essential to adopt best practices in environmental protection and conservation and agriculture.



One of our conservation areas that directly borders to our oil palm plantation in Southwest Papua.

Our company is committed to conserving the environment, especially in areas classified as High Carbon Stock (HCS) and High Conservation Value (HCV), by implementing sustainable practices. RSPO membership requires strict adherence to the organization's Principles and Criteria (P&C, 2018) Indonesia National Interpretation were released in 2020 and New Planting Procedures (NPP) were updated in 2021.



In our Company-wide Sustainability Policy, we have established the following high-level commitments:

- Responsible development of new areas incorporating an integrated landscape approach.
- Total protection and conservation of independently identified High Conservation Value-High Carbon Stock (HCV-HCS) forests.
- Zero land clearing for oil palm in independently identified HCV and HCS areas, following RSPO protocols. Development of identified HCS areas pertaining to legacy cases will strictly follow RSPO's requirements.
- No new development in peat areas of any depth, and conservation of peatlands/wetlands.
- Commitment to reducing greenhouse gas emissions.
- Zero Land Burning.
- Taking precautions when developing on fragile soils, slopes and waterways (including river basins).

Our suppliers face similar risks and impacts on the environment and biodiversity, so we expect the same commitment from them. We engage extensively with our suppliers and independent farmers, raising their environmental awareness and providing them with the necessary tools to meet our environmental standards and commitments. Their performance reflects ours, so we prioritize engagement to ensure sustainability throughout our supply chain.

Three conservation employees conducting regular biodiversity monitoring.



Addressing Climate Change: Impacts, Risks and Our Response (GRI 201-2)

Acknowledging the profound and escalating impact of climate change, we are committed to a path that not only addresses the immediate effects on our workforce, ecosystems, and communities but also fortifies our business against future vulnerabilities. Embracing business models that prioritize carbon emission reduction is pivotal in our strategy, resonating with our commitment to the global effort to mitigate global warming.

Understanding Physical Risks

The advent of climate change introduces a spectrum of physical risks to our agribusiness, underscored by an increase in temperatures and the frequency of extreme weather events. These variations significantly influence our agricultural outputs and operational efficiencies. For instance:

1. Drought

Drought conditions significantly reduce water availability, affecting soil moisture levels, particularly in sandy and marginal lands. This water deficit can dry out peat, leading to subsidence and increased fire risk. Young oil palms are highly vulnerable to water stress, which can stunt their growth, while mature palms may produce fewer fruits, and old palms may not survive prolonged droughts, resulting in lower overall yields. The impact on oil palm productivity is delayed, taking months to years to fully manifest as palms recover from water stress. Different regions experience varying drought severity due to local climate and soil types, with sandy soils being more susceptible. Plantations on sandy soils, such as those in Belitung Island, suffer more severe impacts. As a group wide, prolonged drought could reduce production yields by 7% to 15%.

2. Heat Stress

Prolonged high temperatures cause heat stress to outdoor workers, reducing their productivity by 3%, which may decrease the total Fresh Fruit Bunches (FFB) harvested by up to 3% annually. Additionally, high temperatures significantly impact *Elaeidobius kamerunicus* (E.K.) weevils, the primary pollinators of palm oil trees. Extreme temperatures above 30° C can lead to lameness, resulting in a 5%-15% decrease in oil palm productivity.



Expansive palm oil plantation in our estate in East Belitung.

3. Wildfires

Wildfires have a profound and multifaceted economic impact on palm oil companies. They cause immediate financial losses by destroying large areas of plantations, resulting in the loss of crops, infrastructure, and equipment. Our risk measurement resulted in the potential impacted area ranging from 280 to 570 hectares, with a potential asset loss of USD 20,000/ha. The subsequent need for replanting and restoration requires significant investment in new seedlings, larval mortality, reducing the weevil population and their pollination effectiveness or other resources, with an additional capital expenditure of USD 5,500 per hectare. In addition, the maturation of new palm oil trees will take four to five years, thereby prolonging periods of reduced income for five years ranging from USD 2.5 – 10.0 million with an opportunity loss ranging from USD 0.3 to 1.3 million.

4. Precipitation and Flooding

High-intensity rainfall and frequent floods can disrupt road and bridge accessibility, hindering the harvesting process and transportation of Fresh Fruit Bunches (FFB) to the mill. The company estimates that the flood-affected area could range from 700 to 2,300 hectares in ANJAS and 900 to 2,700 hectares in KAL during high precipitation. This led to lower productivity and resulted in an opportunity loss of USD 125,000 to 700,000 per year. Additionally, repairing infrastructure damaged by flooding requires an additional capital expenditure of USD 300,000 to 400,000.

Navigating Regulatory and Transitional Risks

The evolving regulatory landscape and consumer expectations around carbon footprint and sustainability practices spotlight the urgency of transitioning towards more resilient and adaptable business models. This encompasses:

1. Changing of Policy and Customer Behavior

Rising policy pressures across our operational landscape, driven by robust national and global policies such as carbon pricing mechanisms and clean energy subsidies, present both challenges and opportunities. Specifically, the European Union Deforestation Regulation (EUDR) mandates increased due diligence and supply chain transparency. Simultaneously, consumer preferences are shifting significantly towards sustainable products, necessitating adaptations in our operational practices to meet the growing demand for environmental impact transparency and traceability down to the plantation level.

2. Carbon Pricing Mechanism

Carbon pricing mechanisms, such as carbon taxes and cap-and-trade systems, pose significant risks to agribusiness companies by increasing operational costs and altering market dynamics. These mechanisms aim to reduce greenhouse gas emissions by assigning a cost to carbon emissions, impacting energy-intensive processes like fertilizer production, machinery use, and transportation. Higher fuel and energy costs can reduce profit margins, and compliance with emission reduction targets may require costly investments in sustainable practices. Companies that fail to adapt may face reputational risks or lose market share to competitors with lower carbon footprints. The uncertainty of future carbon pricing policies and regulatory changes further complicates long-term strategic planning for agribusinesses.

Our conservation area in Southwest Papua.



Moving Toward ESG Objectives through Strategic Assessment and Integration

[SEOJK16-E.3]

Annually, we assess each risk and opportunity, integrating these insights into our business strategy to meet our ESG goals. The Board of Directors, led by our Chief Operating Officer, oversees the mitigation of transitional risks, acknowledging the financial stakes climate change poses. We proactively address these challenges through agribusiness innovations and research, aiming for operational and economic efficiencies.

Our strategic endeavors in agribusiness innovation and research are pivotal in addressing climate change impacts and enhancing operational efficiency. We have established the following initiatives as methods to mitigate the physical risks associated with our operations:

1. Composting

Leveraging microbes to transform empty fruit bunches into organic fertilizers, our composting initiative necessitates an investment of USD 3.5 million for each operational site. This significant investment pays dividends by reducing the reliance on chemical fertilizers, enhancing soil moisture, and revitalizing soil structure. Notably, in regions like Belitung, this initiative has led to a notable increase in yield for young mature palms and a reduction in chemical fertilizer usage, effectively lowering greenhouse gas (GHG) emissions from fertilizer application. [SEOJK16-F.5]

2. Drip Fertigation

Implementing a small-scale pipeline network allows precise distribution of water and fertilizers directly to each palm tree. With an investment of USD 1,850 per hectare, this method substantially diminishes operational expenses by over 55% and ensures sustained crop growth, proving especially beneficial during extended drought periods.

3. Assisted Pollination

By bolstering the population of pollinators and providing mechanical assistance in pollination processes, especially in areas with diminished natural pollinator populations, we have successfully increased the weight of fruit bunches and enhanced fruit set development. This initiative underscores our commitment to maintaining ecosystem balance and improving production efficiency.

4. Wildfire Prevention

To safeguard our concessions from external wildfires, we have implemented fire prevention measures, including the construction of closed canal systems and water reservoirs that act as protective barriers. Additionally, enhancing our rapid response capabilities ensures we are well-prepared to address potential wildfires swiftly, minimizing their impact on our operations and the surrounding environment.

These initiatives are central to our strategic priorities and operational ethos. As such, every investment undergoes a thorough evaluation of its financial implications and a detailed life cycle cost-benefit analysis. This rigorous assessment process is embedded in our annual strategic planning and budgeting activities, ensuring that our commitments not only align with our sustainability goals but also contribute to our long-term financial health and operational efficiency. Through this approach, we aim to optimize our resource allocation and enhance the overall impact of our sustainability initiatives, reaffirming our dedication to environmental stewardship and responsible business practices.

A worker checking drip fertigation hose.



In addition, to mitigate the environmental and health impacts of particulate matter (PM) emissions, which are exacerbated by increasingly drier conditions linked to changing climate landscapes, the introduction of an Electrostatic Precipitator (ESP) in our boiler systems is a proactive strategy. By installing ESPs, we aim to significantly reduce the amount of particulate matter emitted during the combustion processes in our boilers.

This not only helps in complying with stricter environmental regulations but also plays a crucial role in safeguarding the health of our workforce and the surrounding communities by ensuring cleaner air quality. Thus, the ESP serves as a critical component in our efforts to adapt to and mitigate the effects of climate change on our operations.

Table 10: Climate-related Risks and Financial Implications due to Climate Change

(GRI 201-2, GRI 13.2.2)

Climate-related Risks	Type of Risks	Timeframe	Financial Implications	Management Methods	Cost of Actions	Likelihood of Occurrence and Magnitude of Impact
Heat Stress	Physical	1 years	Revenue loss: USD 7.5-20.5 million per year	- Adequate shade - Assisted Pollination - Hatch & Carry	- USD 1,000 per house - USD 400 – 500 thousand per year	L : Medium M : Medium
High precipitation and Flooding	Physical	1 year	Revenue Loss: USD 1.0-4.6 million per year	Embankments and river revitalization	- USD 1.5 million for the embankment - USD 550 thousand for river revitalization per year	L : High M : Medium
Wildfires	Physical	5 years	Asset loss: USD 5.5-11.5 million Additional CAPEX: USD 1.5-3.2 million Revenue Loss: USD 2.5 - 10.0 million per year	- Integrated fire management system - Community-based forest fire prevention - Hotspot monitoring system	USD 200 thousands per year	L : Medium M : High
Drought	Physical	2 years	Revenue Loss: USD 4.0-19.2 million per year	- Composting - Drip Fertigation	- USD 3.5 million per site - USD 1,850 per hectare	L : High M : High
Changing of Policy and Customer Behavior	Transition	1 year	Revenue Loss: USD 1.0-2.0 million per year	Traceability Program	USD 500 thousands per year	L : Medium M : Medium
Carbon Pricing Mechanism	Transition	1 year	We are currently unable to calculate the impact until clear regulations on carbon tax applied in Indonesia.	- Biogas plant - Third party validation on carbon stock	- USD 5.0-6.0 million per site - USD 150 thousands per year	L : Medium M : Medium



A collection of empty fruit bunches being processed into organic fertilizer.

Strengthening Our Foundations for Climate Resilience (SEOJK16-E.5)

Our strategy to effectively address climate change is built on five core approaches. Firstly, our goal is to significantly lower emissions from our operations by the year 2030. This involves a targeted 30% reduction in intensity for Scope 1 and Scope 2 emissions, using the 2015 baseline as a point of reference and is a direct reflection of ANJ's commitment to its ESG ambitions. This involves increasing our use of renewable energy sources, reducing reliance on fossil fuels, and transitioning from inorganic to organic fertilizers. We also plan to implement methane capture activities to reduce emissions from our palm oil mill effluents (POME). (SEOJK16-F.5, GRI 201-2)

Secondly, we utilize Nature-Based Solutions (NBS), which leverage natural processes and features to address socio-environmental issues by reducing greenhouse gas emissions, mitigating climate change impacts, and promoting sustainable development. Our agronomic practices and responsible development approach include protecting, restoring, and managing ecosystems through conservation and biodiversity protection efforts.

Thirdly, ANJ emphasizes responsible practice throughout our value chain, ensuring that our suppliers, primarily smallholders, meet our strict sustainability standards. We offer programs to enhance their skills and capacity, and to support them in achieving RSPO and ISPO certification.

Our fourth strategy involves adapting to and mitigating climate impacts through investments in agronomic innovation, like composting and drip fertigation, which enhance our resilience to environmental challenges and support the sustainable growth of our business.

Finally, we are committed to and participate in governance and transparency practices to report our sustainability and climate change performance through platforms such as CDP, S&P Global and SPOTT. Through engaging with the reporting process involved in these disclosure and transparency requirements, we are better equipped to evaluate the efficacy of our sustainability governance and programs and proactively implement any necessary improvements.

We believe that we have a strong grasp of our climate risk and have shown that we implement various mitigation and adaptation measures. In 2024, we conducted the first climate scenario analysis to assess potential climate-related risks and opportunities across our operations. The analysis undertaken with support from a third-party expert, included both physical and transition risks scenarios.

Green Metrics on Our Emission and Energy Consumption

In our business sector, greenhouse gas emissions primarily arise from management practices on our plantations, extraction and processing operations in our mills or factories, and land use preparation. Additionally, we rely on electricity from the national grid, which is predominantly generated using fossil fuels. Moreover, we indirectly contribute to greenhouse gas emissions through the operations of our supplier plantations, the travel of our staff and the transportation of raw materials, fertilizers and agricultural products. [GRI 302-2, 305-3]

Conversely, our operations offer the potential for reductions in global emissions. Through our conservation and reforestation initiatives, we enhance carbon sequestration in our regions. Our oil palms also play a vital role in absorbing and storing a considerable volume of greenhouse gases. Moreover, the methane released from our palm oil mill effluents (POME), a byproduct of our palm oil extraction processes, can be harnessed to produce renewable energy through biogas generation.

Embedded within our Sustainability and Environmental Policies is a commitment to minimize emissions and energy consumption. This commitment involves enhancing the efficiency of fertilizer use and shifting towards organic alternatives, expanding our reliance on renewable energy sources, decreasing our dependency on fossil fuels, and capturing methane emissions from palm oil mill effluents (POME) to be repurposed as biofuel.

GHG Emissions Performance

[POJK51-B.2.b, POJK51-F.11]

Our Greenhouse Gas (GHG) emissions are calculated from entities under operational control, including palm oil subsidiaries (ANJA, ANJAS, SMM, KAL, PMP, PPM, GSB), sago company (ANJAP), and edamame company (GMIT), as well as offices in Jakarta, Medan, and Sorong. To prevent the occurrence of double counting, emissions from the renewable energy sector (AANE) are excluded, as they have already been accounted for in SMM's emissions assessment. The emissions of carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O) have been converted to CO₂ equivalents, which enables us to conduct a comprehensive and comprehensive evaluation of the emissions caused. [GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5].



POME pond in our Biogas Plant in East Belitung.

Our emissions calculations are categorized into three scopes. Scope 1 encompasses two primary activities: in the plantation sector, it primarily involves peatland oxidation, land conversion, and fertilization; in the mill sector, it predominantly pertains to methane emissions from Palm Oil Mill Effluent (POME). The use of diesel fuel in stationary equipment and combustion processes is considered in both the plantation and the mill. Scope 2 encompasses the electricity that is procured by us. Scope 3 primarily pertains to the Fresh Fruit Bunches (FFB) acquired from third-party suppliers, encompassing downstream distribution and transportation.

Our assessment does not encompass ozone-depleting substances (ODS) such as chlorofluorocarbons (CFCs) and hydro chlorofluorocarbons (HCFCs), which contribute to global warming and impair the ozone layer. Our vegetable storage facility, which commenced operations in 2021, adheres to Indonesian regulations. The regulation is designed to eliminate products that generate ODS by prohibiting the use of HCFCs and guaranteeing that the finished products are ODS-free. (GRI 305-6)

Our methodology for quantifying Greenhouse Gas (GHG) emissions utilizes the RSPO PalmGHG calculator version 4, a GHG Protocol-compliant approach employed by RSPO member palm oil enterprises. We oversee the consumption of fuel, energy, and fertilizers, and quantify emissions from all our operations and facilities. Nonetheless, pesticide emissions are excluded from the PalmGHG calculation. (GRI 305-1, GRI 305-2, GRI 305-3)

We utilize the PalmGHG calculator to calculate emissions from Land Use Change (LUC) using land conversion activity data. We picked 2015 as the baseline year to track our progress, as that was the first year we used the PalmGHG calculator. Furthermore, the data generated from the PalmGHG calculator is adjusted to meet the Corporate Standard as specified by the GHG Protocol Corporate Standard, allowing us to accurately report our Group's total emissions.

These metrics are routinely evaluated by an independent entity to verify our adherence to RSPO requirement, in addition to the International Sustainability & Carbon Certification (ISCC) for SMM. Energy use of the National Grid is based on assumptions derived from data provided by the International Energy Agency (IEA), which considers the emission factor of energy usage through the Indonesian National Grid as comparable. (GRI 305-2) By utilizing these assumptions, we can comprehend the environmental consequences of electricity consumption and implement the necessary measures to enhance energy sustainability and decrease carbon emissions.

According to the GHG Protocol Corporate Standard, emissions of CO₂ from biomass combustion are not mandated to be incorporated within Scope 1 and may be reported independently. At ANJ, our biogenic emissions are exclusively derived from palm kernel shells and palm fiber. Consequently, our internal calculations indicate that these amounts are negligible (GRI 305-1, GRI 305-2, GRI 305-3).

In 2023, we initiated a comprehensive project to inventory Scope 3 emissions throughout our supply chain, supported by an independent third-party assessor. This project represents a strategic initiative aimed at enhancing transparency and accuracy in emissions reporting. In 2024, we reported nine Scope 3 categories: purchases of goods and services, purchases of capital goods, upstream fuel and energy emissions, transportation and distribution (both upstream and downstream), waste, business travel, and processing of products sold. The reporting of these categories seeks to offer a comprehensive assessment of the environmental impact of our operations and to implement necessary measures for emission reduction. (GRI 305-3)

In 2024, total company-wide Greenhouse Gas (GHG) emissions decreased by 35,294 tons CO₂eq, representing a reduction of 2% across all sectors. Notably, the Palm Oil sector experienced a specific decrease of 39,034 tons CO₂eq, or 2%, compared to 2023. Consequently, GHG emissions were further increased, achieving a Scope 1 and 2 emissions intensity of 1.77 tons CO₂eq per ton of CPO produced, from 1.33 in 2023 and 8.16 in the base year. (GRI 305-5)

The methodology for collecting Greenhouse Gas (GHG) emissions data employs a comprehensive approach to ensure both accuracy and efficiency. Daily and monthly data on fuel, energy, and fertilizer usage are recorded systematically. The recording process serves as the foundation for emission monitoring. Furthermore, we conduct monthly reports to monitor trends and identify deviations from established benchmarks.

An Enterprise Resource Planning (ERP) system is utilized for efficient data management. In the absence of ERP, manual forms are utilized to maintain continuity in data management. Periodic data analysis offers comprehensive insights into GHG emission management practices, facilitating informed decision-making and the optimization of sustainability strategies.

We utilize asset value as the foundation for managing emission data to ascertain emission intensity, acknowledging that our products possess investment value that may not achieve optimal production levels. This approach facilitates an understanding of the environmental impact of operations, enabling the implementation of measures to reduce emissions and enhance sustainability. (GRI 305-4, GRI 305-5)

Table 11. GHG Emissions and Intensity Ratio, ANJ Group (GRI 305-1, GRI 305-2, GRI 305-4)

Items	Unit	2024	2023	2022	Base Year
GHG Emission					
Scope 1					
ANJ Group	Ton CO ₂ eq	324,310	305,700	307,873	1,394,534
Palm Oil Unit	Ton CO ₂ eq	299,253	268,620	245,846	1,394,534
Scope 2					
ANJ Group	Ton CO ₂ eq	7,790	6,119	4,340	1,876
Palm Oil Unit	Ton CO ₂ eq	4,940	4,753	2,384	1,876
Scope 3					
ANJ Group	Ton CO ₂ eq	1,246,457	1,302,032	1,292,985	N/D
Palm Oil Unit	Ton CO ₂ eq	1,224,104	1,293,958	1,293,516	N/D
Total GHG Emissions					
ANJ Group	Ton CO ₂ eq	1,578,557	1,613,851	1,605,199	1,396,411
Palm Oil Unit	Ton CO ₂ eq	1,528,297	1,567,331	1,541,747	1,396,411
Sinks and Credits					
Selling shell	Ton CO ₂ eq	(53,165)	(29,165)	(35,974)	N/D
Excess electricity	Ton CO ₂ eq	(11,672)	(13,873)	(20,730)	N/D
Net GHG Emissions					
ANJ Group	Ton CO ₂ eq	1,513,721	1,570,813	1,548,494	1,396,411
Palm Oil Unit	Ton CO ₂ eq	1,463,461	1,524,294	1,485,042	1,396,411

Table 12. GHG Emissions Intensity Ratio (Scope 1 & 2)

GHG Emissions Intensity (Scope 1&2)					
	Unit	2024	2023	2022	Base Year
ANJ Group (including sequestration)	Ton CO ₂ eq/ million USD	579.37	536.99	550.97	2,968.31
Palm Oil Unit (including sequestration)	Ton CO ₂ eq/ Ton CPO Produced	1.77	1.33	1.34	8.16
Palm Oil Unit (without sequestration)	Ton CO ₂ eq/ Ton CPO Produced	8.96	7.29	7.99	8.49

Table 13. Net GHG Emissions Intensity

Net GHG Emissions Intensity					
	Unit	2024	2023	2022	Base Year
ANJ Group	Ton CO ₂ eq/ million USD	2,640.81	2,705.15	2,732.65	2,968.31
Palm Oil Unit	Ton CO ₂ eq/ Ton CPO Produced	5.96	5.37	5.39	7.24

Emissions Reduction Initiatives

(POJK51-B.2.b, POJK51-F.12)

ANJ is committed to environmental stewardship and sustainability, and we are delighted to announce the substantial progress we have made in reducing emissions throughout our operations.

Our primary objective in our endeavors to reduce greenhouse gas emissions is to reduce emissions from energy consumption, industrial processes, and land use. Additionally, our dedication to forest conservation and zero deforestation has resulted in a decrease in emissions from land use change and an increase in the carbon capture capacity of our conserved forests.

Scope 1 was the primary area in which emissions were reduced this year, as a result of a decrease in the consumption of diesel fuel. (GRI 305-5):

- **Methane Capture from Palm Oil Mill Effluents (POME):**

We acknowledge our essential role in addressing climate change by prioritizing the reduction of emissions from Palm Oil Mill Effluent. The methane capture initiative exemplifies this commitment. Capturing methane, a greenhouse gas with a potency exceeding that of CO₂, prevents its atmospheric release and significantly contributes to global climate change mitigation efforts. The flaring method utilized involves passing gas produced from POME through a Gas Scrubber, which filters out unnecessary gases not required as generator fuel. The screening process yields two outcomes: (a) a portion of the gas is captured by water and recirculated to the tailings pond, and (b) the residual gases are retained in the screen, resulting in a powder-like material that is periodically washed and discharged into the tailings pond. In the absence of a gas storage facility, surplus production leads to the flaring of excess gas. This guarantees the complete combustion of all gas types, thus averting the release of greenhouse gas (GHG) emissions into the atmosphere. Flaring is activated solely when production surpasses immediate consumption needs.

- **Harnessing Renewable Energy with Solar Cell Integration and Biogas Power Plants:**

In our pursuit of sustainability, we employ renewable energy sources to enhance our operations through solar cell integration and biogas power plants. The strategy involves constructing biogas power plants at selected factories that utilize biomass for energy generation. This initiative reduces dependence on fossil fuels and enhances overall greenhouse gas emission reduction performance. The installation of solar panels at GMIT achieved a 19% decrease in greenhouse gas emissions from the factory during its

inaugural year of operation. This year, our renewable energy portfolio rose to 40%, moving closer to the 2025 target of 60%.

- **Natural Pest Management:**

We are dedicated to minimizing the utilization of chemicals in the control of pests and diseases. As part of our Integrated Pest Management Program, our Research & Development Department has investigated the potential of biological pesticides, including the bacteria *Bacillus thuringiensis* and the fungus *Metarrhizium anisopliae*, to regulate the proliferation of Walker bagworms or *Metisa plana*, as well as biological predators, such as barn owls (*Tyto alba*), to manage rodent populations. Through the implementation of these biological controls, we can reduce our dependence on chemical pesticides, which can have detrimental effects on the environment and exacerbate climate change. This approach contributes to the preservation of the ecosystem's equilibrium and the reduction of our dependence on chemical pesticides, which is consistent with our objective to enhance ecological health and biodiversity. (GRI 13-6-1)

- **Composting to Enhance Soil Health:**

The process of composting transforms palm fruit waste from our milling operations, which is referred to as Empty Fruit Bunches (EFB), into organic fertilizer. This fertilizer can be used as a substitute for inorganic fertilizers and results in reduced greenhouse gas emissions. Fertigation, which entails the application of precise quantities of fertilizer through a trickle irrigation system, is significantly more efficient and can decrease the total amount of fertilizer consumed. Our objective is for each plantation to possess its own compost processing facility by 2030. Currently, composting plants are in operation at three of our plantations: ANJAS in North Sumatra, SMM in Belitung, and KAL in West Kalimantan. The total production capacity of these plants is 149,520 tons of compost by 2024.

- **Installation of the Electrostatic Precipitator at KAL and PMP:**

By installing electrostatic precipitators, we have implemented substantial environmental protection measures. These devices are essential for the filtering of particulates or debris from the factory's exhaust gases and are installed in the smokestacks. By capturing a substantial quantity of particles prior to their discharge, electrostatic precipitators guarantee that emissions released into the atmosphere are significantly cleaner.

Our dedication to responsible business practices is evidenced by our multifaceted approach to emission reduction.



Two AANE staff discussing in front of the biogas dome.



Our palm oil mill in East Belitung.

Air Pollution and Particulate Matter

Nitrogen oxides (NOx), sulfur oxides (SOx), and particulate matter are present in the dust and smoke emanating from our furnaces and mills. In order to mitigate air pollution, we have implemented an electrostatic precipitator (ESP) at our facilities in KAL and PMP. The ESP is engineered to efficiently eliminate minute particles from our mill emissions without the necessity of a filter by utilizing the force of an induced electrostatic charge. This reduces the pollution caused by particulate matter. The implementation of the ESP is not only advantageous for the mills, but it also protects those who are exposed to

particulate matter, which can harm respiratory health. The installation of an Electrostatic Precipitator (ESP) can reduce particulate matter levels by approximately 40 to 70%. In accordance with regulatory standards, our EHS department submits reports of NOx, SOx, and particulate matter emissions to the local Environmental Agency. Every six months, we conduct NOx and SOx measurements in factories using laboratory measurement by third party. Direct particulate counts are measured in the chimneys of the electrical generator and furnace at the source. (GRI 305-7)

Table 14. Nitrogen Oxides, Sulfur Oxides, and Other Significant Air Emissions (GRI 305-7)

Emissions	Unit	2024	2023	2022
NOx	Kg	463,353	430,664	455,107
SOx	Kg	79,806	47,010	217,299
Particulate Matter	Kg	167,680	172,384	232,945

Notes:

1. These emissions cover mills at SMM, ANJAS, ANJA, KAL, and PMP only
2. Calculations are made based on site-specific data
3. Amounts are in Kg per year, calculated by multiplying the amount of NOx, SOx, and PM measured in mg per m3 of air emitted in our mill chimneys, with the flow rate of air in m3/second, and the total operating hours of the mill in the year.

Energy Consumption (POJK51-B.2.a)

Table 15. Total Energy Consumption (POJK51-F.6, POJK51-F.7, GRI 302-1)

Year	Renewables (in GJ)				Non-renewables (in GJ)			Purchased electricity (in GJ)	Electricity Sold to National Grid (in GJ)	Total energy consumption (in GJ)
	Biogas	Biomass	Solar Power	Total	Gasoline, Pertilite, Kerosene	Diesel	Total			
ANJ Group, including Palm Oil										
2024	3,105	94,349	1,466	98,920	6,471	146,761	153,232	29,078	35,551	245,679
2023	3,606	117,665	503	121,774	9,368	162,315	171,683	29,830	36,790	286,497
2022	3,521	118,842	8	122,370	6,186	206,899	213,085	22,831	35,638	322,648
Palm Oil Unit										
2024	3,105	94,349	0	97,454	5,088	119,798	124,886	15,263	35,551	202,052
2023	3,606	117,665	0	121,271	7,200	126,721	133,920	20,476	36,790	238,877
2022	3,521	118,842	8	122,370	5,680	129,049	134,729	9,163	35,638	230,625

Notes:

1. Biogas, biomass, and electricity consumption are measured in kWh, the conversion factor is 1 Kwh = 3.6 MJ (WRI, 1987)
2. Solar power use is estimated based on a 10 hour/day usage of 9W light bulbs, for 30 days/month, measured in kWh. The conversion factor is 1 kWh = 3.6 MJ (WRI, 1987)
3. Diesel consumption is measured in liters, the conversion factor is 1 liter = 0.036 GJ (IPCC, 2006)
4. Kerosene consumption is measured in liters, the conversion factor is 1 liter = 0.03768 GJ (Statistic Canada, 2005)
5. Gasoline consumption is measured in liters, the conversion factor is 1 liter = 0.03466 GJ (Statistic Canada, 2005)
6. Peralite consumption is measured in liters, the conversion factor is 1 liter = 0.03276 GJ (deepresourse.wordpress.com, 2012; WRI, 1987)

Energy consumption within the organization (GRI 302-1)

ANJ employs a variety of energy sources to facilitate its operational activities, including renewable and non-renewable energy. The energy consumption from renewable sources in the 2024 reporting year was 98,920 GJ, which represents an 18.8% decrease from the consumption of 121,774 GJ in the previous year. The consumption of energy from non-renewable sources decreased by 11% to 153,232 GJ from 171,683 GJ in the previous year.

The El Nino phenomenon and high rainfall induced a decrease in production, which in turn substantially exacerbated the intensity of pest and disease attacks on plants, resulting in a decrease in energy consumption. The harvest's productivity is not the only factor that is impacted by climate change; it also reduces the overall energy consumption necessary for the operational process.

Our energy data gathering approach involves daily and/or monthly recording using SAP ERP software or manual forms (if SAP ERP is not available). All consolidated data is reported on a regular basis in order to monitor trends and conduct periodic analyses. This approach assures accuracy, efficiency, and informed decision-making while also optimizing sustainable energy management strategies.



An AANE staff member ensuring the biogas-generated electricity is properly distributed.

Energy consumption outside the organization (GRI 302-2)

In 2024, in accordance with the Greenhouse Gas (GHG) Protocol's Corporate Value Chain Accounting and Reporting Standard (Scope 3), we recognized relevant energy usage outside the company, particularly in the upstream category of business air travel.

However, we have been unable to report the use of fuel (BBM) for suppliers. This is because the contract or collaboration agreement does not include a condition for recording the use of BBM.

The following is information on energy consumption from business trip activity data by aircraft, which has been consolidated and computed using the ICAO (International Civil Aviation Organization) calculator. (GRI 302-4)

Table 16. Total Energy Consumption from Business Travel (GRI 302-2)

Year	Total Trip	Total Distance (in Km)	Total Fuel (in Litre)	Energy Total (in GJ)
ANJ Group				
2024	2,431	2,362,493	14,518,081	1,912,908

Notes:

1. Convert kg to liters: <https://iataops.com/conversion/>
2. Convert liters to gigajoules: <https://hextobinary.com/unit/energy/>

Renewable Energy (POJK51-F.5, POJK51-F.7)

We utilize renewable energy sources such as biogas, biomass, and solar power. At present, our utilization of renewable energy has achieved 40% of our overall energy consumption, predominantly driven by biomass, specifically palm shells and fibers. Biomass serves as fuel for turbines in our palm oil mills, leading to a consistent rise in the use of renewable energy. (GRI 302-3)

Alongside the use of palm shells and fibers, there is also potential for methane capture, presenting an opportunity to enhance our operations. This action has the potential to enhance the share of renewable energy within the energy portfolio, simultaneously contributing to a reduction in emissions. Since 2013, we have been operating a methane capture project in our SMM plantation, utilizing palm oil mill effluent (POME) to generate electricity from biogas, which is subsequently sold to PLN as a renewable energy source. We are dedicated to enhancing our renewable energy utilization through the planning of biogas projects across all our palm oil mills, in addition to constructing more methane capture facilities and developing a BioCBG plant in ANJA. (GRI 302-3)

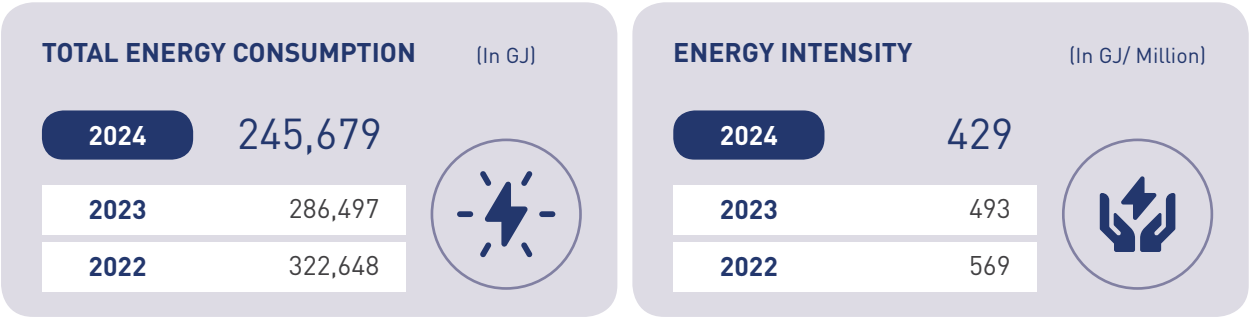
In 2023, we constructed a rooftop solar panel system at GMIT, marking a significant advancement in ANJ's dedication to fostering the adoption of sustainable energy solutions within our operations. The annual capacity of this rooftop solar panel is 356,948 kWh. This initiative demonstrates ANJ's commitment to sustainability and serves as a benchmark for others within our industry. (GRI 302-3)



Top view of the POME pond and AANE biogas dome.

Energy Intensity by Total Asset (POJK51-F.6, GRI 302-3)

The intensity of energy resource utilization varies as a consequence of the diverse products that ANJ produces. The energy required to produce various products varies, which is indicative of the differences in production processes and the utilization of technology. Consequently, the nature of the product produced can considerably influence the intensity of energy utilization. The denominator of our energy intensity calculation is the asset value. According to the audited consolidated financial statements, ANJ-Group has recorded total assets of 573 million USD. Based on this valuation, the company's energy intensity ratio has been determined to be 429 GJ/million USD.



Energy Efficiency Initiatives (POJK51-F.7)

The primary objective of our energy efficiency initiatives is to decrease energy consumption and expenditures. The greatest savings are achieved by utilizing the additional energy generated by biomass-powered turbines, which are used to power a variety of facilities, including housing, places of worship, and other plantation facilities. Additionally, we have implemented a solar cell installation program and employ energy-efficient light fixtures. Furthermore, we conduct routine and comprehensive maintenance on

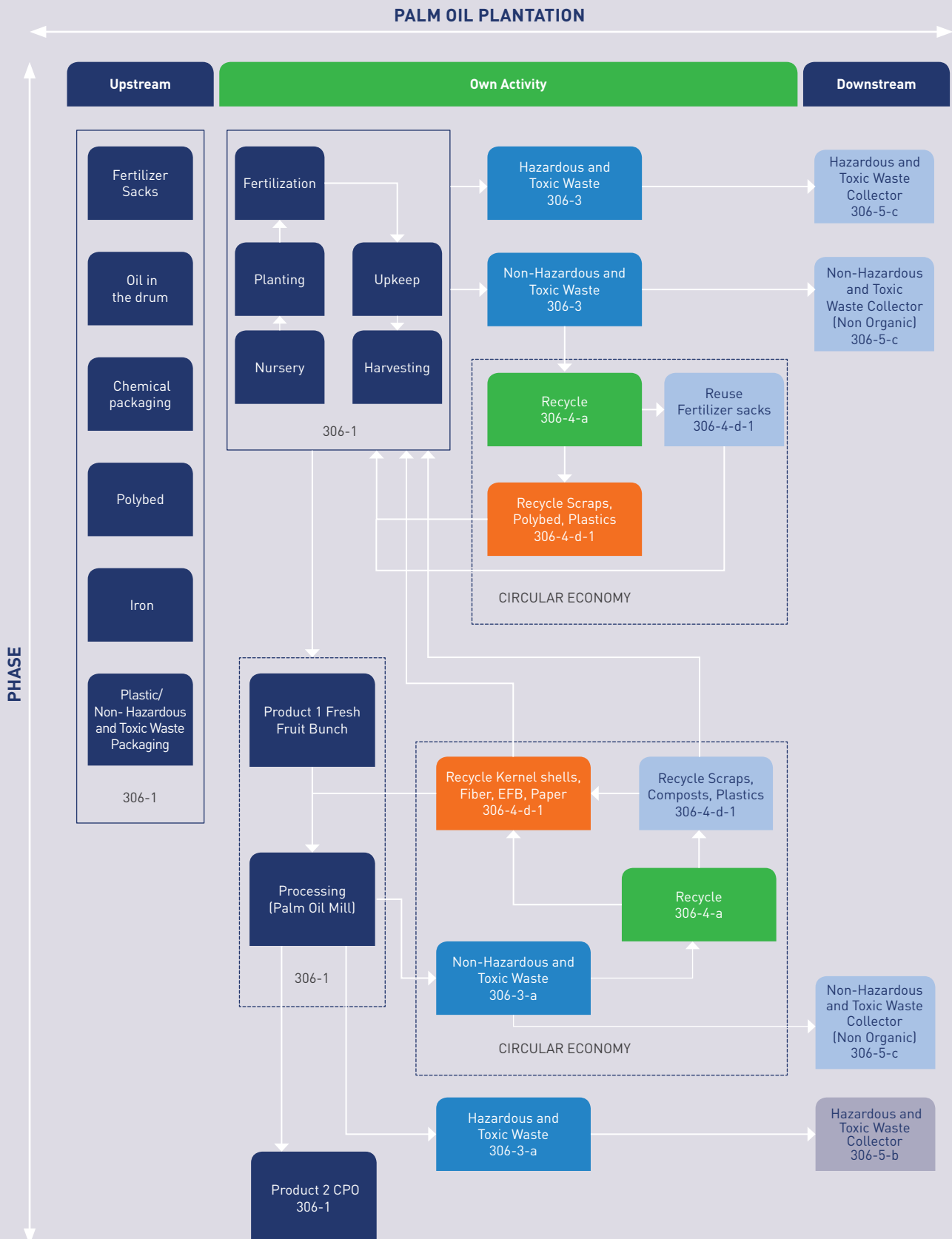
the production machinery and vehicles that we employ. The objective of this procedure is to guarantee that all vehicles and equipment are operating at their peak efficiency, thereby enhancing fuel efficiency. Preventive maintenance practices are implemented, deteriorated or damaged components are replaced, and routine inspections are conducted. By doing so, we can ensure that our operations are sustainable and efficient, while simultaneously minimizing petroleum consumption and reducing emissions. Energy reductions that are directly associated with production amount to 56,423.57 GJ by 2024. (GRI 302-4, GRI 302-5)

Table 17. Energy Reduction (GRI 302-4)

No	Program	Type of Energy Reduced	2024	2023	2022
			(GJ)	(GJ)	(GJ)
1	Using biomass turbines for non-processing energy	Diesel fuel	41,328.02	38,524.16	12,484.10
2	R2G (Rotary Removal Grit)	Electrical	4,013.47	3,334.32	580.50
3	Deactivation of the pump in Pond 5 in the waste area	Electrical	1,042.70	1,277.04	449.30
4	Reducing power of LTDS 2 Fan	Electrical	3,464.86	5,804.76	404.00
5	Optimization of High-Speed Separator Pumps for mud processing	Electrical	506.16	494.73	373.40
6	FFB grading conveyor	Electrical	1,743.24	-	191.20
7	Modification of unconventional tin pump system from diesel to electric	Diesel fuel	440.23	19.01	155.70
8	Optimization of the electromotor oil pump	Electrical	363.67	240.82	114.60
9	Modification of machines from diesel to electric	Diesel fuel	357.04	258.44	46.10
10	Teleconferencing	Diesel fuel	66.29	98.02	42.70
11	Operational transport restrictions for guest and staff pickup Service	Diesel fuel	23.21	65.88	38.20
12	SCADA for Automatization	Electrical	33.01	37.03	36.90
13	Switch to energy-saving light bulbs and AC	Electrical	125.82	256.62	35.40
14	AutoMix Treatment	Electrical	12.37	15.49	15.60
15	Installation of automatic switches (Legrand Timer, Photocell)	Electrical	2,400.47	79.39	6.30
16	Solar cells	Electrical	12.41	10.26	0.90
TOTAL REDUCTION OF ENERGY CONSUMPTION			56,423.57	50,515.98	14,974.90

Committing to Sustainable Practices in Waste Management

Flowchart. Waste Generation and Significant Waste Related Impact (GRI 306-1)



Our Waste Management Approach

(POJK51-B.2.c, POJK51-F.14)

Our organization has implemented comprehensive Reduce, Reuse, Recycle (3R) initiatives as a cornerstone of our Sustainability and Environmental Policies. Each operational subsidiary maintains dedicated waste management protocols aligned with these corporate directives. The primary objective of our waste management strategy is threefold: to reduce solid waste generation from non-production activities, to maximize waste recovery through reuse and recycling programs, and to eliminate non-compliant waste disposal practices including unregulated landfilling and incineration. We have established quantifiable targets within a five-year strategic framework to achieve these objectives. Our ultimate goal is to achieve full implementation of 3R programs across all company estates, thereby eliminating the need for landfill disposal.

Our overall approach and circularity measures encompass the following initiatives:

- Shells and fibers from our palm oil and sago crops are repurposed as biofuel for our boilers, replacing diesel fuel as part of our waste-to-energy initiative.
- Palm oil empty fruit bunches are composted to create organic fertilizers, which we use on our land as a sustainable alternative to inorganic fertilizers that emit greenhouse gases.
- Domestic waste is fermented to produce eco-enzymes, which we utilize as detergent. In this reporting period, we have successfully piloted the use of eco-enzymes as organic pesticides.
- We implement 3R initiatives to reduce our non-processing waste, including eliminating plastic bottled water and supporting environmentally friendly packaging, as well as applying the Extended Producers Responsibility (EPR) principles.
- We have implemented comprehensive initiatives to mitigate food loss and optimize production within our ready-to-eat product segment. PT GMIT, our dedicated edamame business, has successfully reduced food loss by a significant percentage annually through sophisticated improvements in agricultural techniques, methodological refinements, and advanced production machinery.
- We also conduct activities to raise awareness about 3R among employees, suppliers, and contractors, and reward their efforts and initiatives in this area.

(GRI 306-2)

The process of converting empty fruit bunch waste into organic fertilizer.

As a key component of our waste management strategy, we have implemented an innovative recycling system known as a "waste bank" (*bank sampah* in Bahasa Indonesia). This system applies traditional banking principles to waste management, whereby participants systematically collect, segregate and deposit recyclable materials. Each deposit is professionally weighed, valued and recorded in the participant's dedicated account, with accumulated value available for withdrawal following standard banking procedures. Within our corporate framework, employees serve as the primary waste contributors to this system. The collected materials follow two distinct pathways: the majority is sold to qualified third-party processors who convert it into recycled raw materials, while selected waste streams are processed through our internal recycling facilities.



Table 18. Our 3R Initiatives (GRI 306-2)

No.	Impact	Initiatives
1	Reduce the use of diesel, inorganic fertilizers, paper, plastic, and organic waste	• Palm fiber and kernel shells generated from CPO processing are used as boiler fuel to reduce diesel fuel consumption and waste. • Empty Fruit Bunches (EFB) are composted at our composting plant and then applied to oil palm plants as organic fertilizer to reduce the use of chemical (inorganic) fertilizers. • Reducing paper use by implementing digital technologies such as EPMS (Electronic Plantation Mobile System), eTIS (Electronic Traceability Information System), SIGAP application system (<i>Sistem Aplikasi GMIT untuk Agricultura dan Pabrik</i>), Digital Capital expenditure and fingerprint-based digital attendance machines. • Reducing plastic consumption by enacting a policy of not providing plastic bags for the customers of employee cooperatives and not supplying packaged drinks at the office. • Reducing organic waste by cultivating maggots for animal feed for local farmers (community project).
2	Reuse of the following materials: Empty fertilizer sacks Empty fruit bunches Miscellaneous waste Food waste	• Empty fertilizer sacks are reused for stabilizing slopes and embankments on Company plantation lands to prevent erosion and reinforce the soil. • Empty fruit bunches are directly applied as organic fertilizers in oil palm plantations. • Reuse of waste such as tires, steel, pipes, plastic bottles, drums, and sacks as garden accessories, decorations, fences, road signs, breeding media for pollinating insects, planting media used by local communities, etc. • Organic solid food waste is composted and used as organic fertilizer for decorative plants in the housing complex.
3.	Recycle scrap metals and plastic	• Utilization of scrap metal for making tools to process plastic, known as "plastic choppers". Plastic choppers are used to cut or chop plastic waste. • Utilization of plastic waste with a mixture of boiler ash as raw material for making paving blocks. • Recycling used CPO seals as raw materials for making plastic products. • Use of scrap paper as log sheets. • Utilization used Ebor gold pole fiber, a harvesting pole, to make waterpasses. They are used for measuring double terraces in the replanting area. • Reuse of chain conveyors as roller conveyors for boilers. • Utilization of scrap metal in mill areas, specifically angle iron and rattan iron, to be used as a fire hose binder. • Reuse of plastic waste for edamame seed processing. • Boiler ash is used for paving roads.
4.	Eco-enzyme	Fermentation of organic domestic waste to produce eco-enzymes, a multi-purpose liquid that can be used as organic detergents and cleaners.
5.	Liquid smoke	Utilization of scrap wood as liquid smoke (pesticide/natural disinfectant).
6.	Palm cake reuse	Palm cake is used as organic soil fertilizer and cattle feed.
7	Reuse of filtered solid waste from Geotubes	Solid particles from POME are filtered using Geotubes and reused as fertilizers in company areas and residential areas.

Disposal of Waste

Our non-hazardous solid waste management follows a tiered approach: materials that cannot be reused or recycled are primarily managed through our on-site monitored landfill facilities, with a minimal portion directed to contracted external waste management providers. For hazardous materials, we maintain strict compliance with regulatory requirements by engaging licensed third-party specialists who manage all collection, recycling and disposal operations at off-site facilities. These contractors operate under

comprehensive service agreements that mandate adherence to applicable legislation and industry best practices, with our organization maintaining active oversight of their operations. To ensure transparent and compliant hazardous waste management, we utilize Festronek, the Ministry of Environment and Forestry's (MoEF) electronic reporting platform, for all monitoring and supervisory activities. (GRI 306-2, GRI 306-5)

Our organization maintains rigorous protocols for Hazardous and Toxic Waste (B3 Waste) management in accordance with environmental regulations and safety standards. Prior to third-party disposal, all B3 Waste undergoes temporary containment within our authorized Temporary Hazardous Waste Storage Facility (TPS Limbah B3). This purpose-built storage facility incorporates advanced engineering controls to prevent environmental contamination and operates under permits issued by the relevant regulatory authorities. The facility design and operational protocols ensure complete containment of stored materials. (POJK51-F.15)

We maintain comprehensive documentation of all waste movements through our tracking system, which records both incoming deposits and outgoing shipments. This system undergoes regular verification through a multi-tiered audit process, encompassing internal oversight, regulatory inspections and independent third-party assessments. Notably, throughout the 2024 operational period, our facility maintained its record of zero B3 waste containment breaches or environmental releases. (POJK51-F.15)

Table 19. Waste Generated, Diverted from and Directed to Disposal in Metric Tons (POJK51-F.13)

Year	Category	Waste Generated	Diverted from Disposal	Reused	Recycled	Recovery	Other Treatments	Directed to Disposal
2022	Production	598,447.46	540,148.22	198,567.04	108,389.97	233,191.21	44,857.13	13,442.12
	Non-Production	279.85	131.59	125.41	6.18	0.00	117.07	31.19
	Hazardous	126.58	0.00	0.00	0.00	0.00	0.00	126.58
	Total	598,853.90	540,279.81	198,692.45	108,396.15	233,191.21	44,974.20	13,599.89
2023	Production	589,571.40	582,749.50	198,863.75	100,919.01	224,146.22	58,850.52	6,821.91
	Non-Production	296.19	253.59	113.92	0.40	0.38	138.88	42.60
	Hazardous	70.99	0.00	0.00	0.00	0.00	0.00	70.99
	Total	589,938.59	583,003.09	198,977.67	100,919.41	224,146.60	58,989.40	6,935.51
2024	Production	545,995.95	542,771.88	82,684.72	180,809.88	179,477.78	99,799.50	3,224.07
	Non-Production	160.04	130.36	48.67	3.94	0.00	77.74	29.69
	Hazardous	96.86	0.00	0.00	0.00	0.00	0.00	96.86
	Total	546,252.85	542,902.24	82,733.40	180,813.82	179,477.78	99,877.24	3,350.62

This year, waste production has decreased due to a reduction in production volume compared to 2023. However, the waste management initiatives implemented in 2023 have been maintained throughout 2024, enabling us to sustain the waste management performance previously achieved. In 2024, we implemented a composting unit at ANJA, resulting in a 31% increase in recycled waste compared to 2023. The increase in hazardous waste generation was attributed to increased heavy equipment and vehicle maintenance activities as well as increased chemical usage.

Our organization employs a comprehensive data collection framework to ensure rigorous oversight of waste management operations. The foundation of this monitoring system consists of systematic daily and monthly data collection processes that capture key operational metrics. These metrics undergo monthly analysis to identify operational trends and assess performance against established benchmarks. While our current data collection relies on manual processes, we maintain stringent validation protocols for each data point. This methodical



POME pond in our Biogas Plant in East Belitung.

approach to periodic data analysis enables us to derive actionable insights into our waste management practices, facilitating evidence-based decision-making and continuous refinement of our resource management strategies. (GRI 306-2, GRI 306-3, GRI 306-4)

Table 20. Waste Directed to Disposal in Metric Tons (GRI 306-5)

Year	Category	Onsite	Offsite	Total
2022	Non-Hazardous	13,442.1	31.19	13,473.30
	Hazardous	0	126.58	126.58
	Total	13,442.12	157.77	13,599.89
2023	Non-Hazardous	6,821.9	42.60	6,864.51
	Hazardous	0	70.99	70.99
	Total	6,821.91	113.60	6,935.51
2024	Non-Hazardous	3,224.1	29.69	3,253.76
	Hazardous	0	96.86	96.86
	Total	3,224.07	126.55	3,350.62



PLANET



Committing to the Safeguarding of Forest and Biodiversity (POJK51-B.2.d)



Our industry's operations pose significant environmental risks through direct and indirect impacts. These include deforestation, loss of biodiversity, habitat alteration and reduced home range sizes for various species, as well as chemical contamination from agricultural inputs that affect soil and water quality. Palm oil mill operations further contribute to environmental degradation through wastewater discharge into rivers and air pollution from boiler emissions, which adversely affects local ecosystems.

ANJ demonstrates its environmental commitment through a dedicated conservation team that plans, innovates and implements forest and biodiversity protection initiatives across our operations. This team ensures minimal environmental impact from our operations while actively contributing to ecosystem conservation and species diversity preservation. In 2024, ANJ is enhancing its existing Biodiversity Strategy by developing Conservation Strategy, a framework that aligns with evolving conservation management standards. The Development of Conservation Strategy aligns with various standards

applicable both in Indonesia and internationally. Key among these is the Kunming-Montreal Agreement, which highlights the level of action required to address the biodiversity crisis. Additionally, the Cross-Sector Biodiversity Initiative provides comprehensive guidance regarding the Mitigation Hierarchy. At the national level, the Conservation Strategy references Indonesia's Integrated Biodiversity Strategy and Action Plan (IBSAP) 2025-2045, which has been harmonized with the Kunming-Montreal Agreement. This strategy refined approach aims to implement biodiversity conservation more systematically and comprehensively throughout our business operations. While many conservation initiatives are already in progress, the formal implementation of this enhanced strategy will begin in 2025, reflecting our ongoing commitment to integrating biodiversity considerations across all operational aspects and strengthening our positive impact on the natural environment.



The presence of conservation areas within our palm oil plantation is a testament to our commitment to responsible development.





Our conservation team observing biodiversity
in the Balok forest, East Belitung.

Table 21. Significant Impacts of Operations on Biodiversity (POJK51-F.9, GRI 304-2)

PALM OIL

Intervention	Potential Impacts	Extent of Impact	Duration of Impact	Reversibility of Impact	Impact Mitigation	Evidence/ Results
DIRECT IMPACTS						
Manual application of inorganic and organic fertilizers	• Pollution of soil and water • Reduction in soil, fauna and flora • Reduction in aquatic biodiversity (e.g., zooplankton and phytoplankton)	Direct pollution impacts can occur in planted areas. The run-off of chemicals and fertilizers into waterways and wetlands can have downstream impacts.	Duration and magnitude of impact correlate with the amount and type of chemicals used, application methods, and climatic conditions.	Impacts on soil and aquatic biotopes can be reversed depending on mitigation measures.	• Refrain from using chemical treatments (fertilizer or spraying) in areas adjacent to river boundaries • Construct isolation ditches and embankments in proximity to river boundaries to prevent contamination from surface runoff • Carry out regular river water analysis twice a year to monitor water quality and ecological balance	• No chemical treatment is used in areas close to rivers • 100% completion in the construction of isolation ditches and embankments • Completed the biannual river water analysis, ensuring accurate assessment of water quality
Use of manual and chemical methods during cultivation	• Poisoning of fauna, either directly (e.g., rodents feeding on rodenticides) or indirectly (e.g., rodent predators feeding on poisoned animals)	This is poorly understood, but likely effects are in the immediate area around palm trees.	Impacts will remain if chemicals are used.	The long-term effects of chemicals on wildlife are poorly understood.	• Dissemination of related information to workers • Not applying toxic substances close to conservation areas • Assessing the chemicals used in cultivation in accordance with WHO standard	• Conducted employee training and socialization through the dissemination of flyers and posters about the harmful impacts of chemical substances in areas adjacent to conservation areas • ANJ has strictly prohibited the application of toxic substances in areas close to conservation areas • Assessment of chemical use done annually
Use of trucks for transportation of FFB	• Injuries to fauna or death due to collisions or encounters	The impact primarily occurs on the road network within the plantations.	Impact potential remains for as long as the plantation is active.	Mitigation efforts can reduce the likelihood of wildlife collisions.	• Placing warning signs in areas traversed by fauna • Building wildlife crossings above and in culverts underneath roads	• Signboards have been placed along every road near the HCV area. • 3 units of arboreal bridges for wildlife have been installed in KAL and ANJAS
Mechanical processing of FFB	• Liquid waste (POME) can pollute waterways. • Dust and air pollution from the boilers • Noise pollution from machine operation	• The impact extends from the palm oil mill with POME concentrating in collection ponds. • Potential downstream impact after POME is released in the plantation (as fertilizer) or into waterways. • Dust, air and noise pollution reduce with distance from the mill, but the impact on biodiversity is unclear.	Impact potential remains for as long as the mill is active.	• Reducing the biological and chemical oxygen demand of POME reduces the impact on aquatic flora and fauna. • Collection ponds have some biodiversity benefits (wetland birds). • Dust, air and noise pollution can be reduced.	• Building collection ponds to process the liquid waste • Using anaerobic and aerobic bacteria to control the waste • Building flatbeds in the plantation area for the utilization of liquid waste as fertilizer additives • Sending liquid waste samples to accredited laboratories to analyze the liquid waste content • Conducting standardized ambient air quality measurements (2x/year)	• Collection ponds have been installed in all site operations • The use of bacteria to control waste has been exercised in all business units • In all of ANJ's subsidiaries that already have palm oil mills, composted waste materials are applied to oil palm plants using the flatbed system. • Sending of liquid waste samples to labs completed in all units of operation • Air quality measurements conducted twice in 2024

Intervention	Potential Impacts	Extent of Impact	Duration of Impact	Reversibility of Impact	Impact Mitigation	Evidence/ Results
INDIRECT IMPACTS						
Improved road access increases illegal logging, hunting and poaching threats.	- Increased hunting and unsustainable wildlife collection - Illegal logging	Plantations and HCV areas	The threat of these impacts remains as long as roads remain open.	Awareness and enforcement can effectively minimize this threat.	- Conduct patrolling to deter illegal logging activities - Engagement with illegal loggers and providing opportunities for legitimate employment - Engagement with local communities to raise awareness about the importance of biodiversity conservation - Use of the PENDAKI program to increase biodiversity awareness among staff	- The number of illegal logging camps has decreased to zero. - Wildlife snares were encountered on patrols and the team conducted follow-up actions to address this - In 2024, the PENDAKI program has enhanced employee awareness regarding the importance of preserving biodiversity and its habitats. - Availability of a wildlife encyclopedia as a knowledge reference for employees and the community - The efforts are successful, as indicated by the presence of species that are overhunted elsewhere (e.g. Hornbills, Magpie Robin, Hill Mynahs, Cassowary)
The use of invasive species (e.g., Mucuna) affects species in HCV areas.	Fast-growing groundcover crops and other pioneer species used in plantations can invade HCV areas and reduce ecological health.	Primarily affecting forest edge of HCV areas	The threat remains if invasive species are used in plantations.	Impacts can be effectively mitigated through silvicultural treatment.	Manage the silvicultural (climber cutting, removal of Mucuna and other invasive species)	Management control and innovation has been able to minimize the presence of invasive species in HCV areas.
Water table management in HCV areas surrounding plantations	- Peat and peat forests in HCV areas could dry out if the water table is kept too low, affecting plant and animal life. - A low water table could result in peat decomposition and subsidence. - Dry peat is more fire-prone and fires could result in the loss of HCVs.	This could affect peatlands in planted areas and HCVs.	The impact depends on water table management.	Most impacts can be avoided in HCV areas if water levels in surrounding canals are kept adequately high. In planted areas, this is more problematic as the water table needs to be below the peat surface to allow the growth of palms and fruit.	- Conduct soil subsidence management/ monitoring - Conduct peat water table monitoring in planted blocks - Conduct water and drainage management	- Availability of subsidence data in HCVs - Availability of subsidence data in planted areas - Availability of water table data - Efforts contributed to the maintenance of Gold PROPER Candidates for KAL and ANJAS - Peat (water table) level is in accordance with Government requirements.



Intervention	Potential Impacts	Extent of Impact	Duration of Impact	Reversibility of Impact	Impact Mitigation	Evidence/ Results
Isolation of wildlife in HCV areas	A decline in genetic health and long-term viability of the genetic pool	- The impact is species-dependent. - Some species can more easily disperse between HCV areas than others	The impact can be reduced over time, either when palms grow and wildlife move through planted areas, or when forest corridors and steppingstones are established in a landscape.	Impacts can be partially reversed by investing in improved ecological connectivity between forested areas and other areas of high biodiversity.	- Development of forest corridors to connect separated areas and avoid animal isolation - Replanting of riparian areas - Maintaining natural forest trees within oil palm areas	- Forest corridor in KAL and replanting of riparian areas In ANJA and SMM - Availability of aerial photographs of corridors and riparian areas in all of ANJ concession areas - The success of natural forest tree maintenance is indicated by the presence of migratory birds that use trees within oil palm areas as their transit place

SAGO FOREST (ANJAP)

Intervention	Potential Impacts	Extent of Impact	Duration of Impact	Reversibility of Impact	Impact Mitigation	Evidence/ Results
DIRECT IMPACTS						
Selective harvesting	- Sedimentation - Reduced water quality - Air and noise pollution - Potential impacts are still being analyzed.	Throughout the sago area, except for conservation set-asides	Impact severity varies with the intensity of management (medium in harvested areas and low in areas under natural regeneration).	Impacts can be reduced through careful management.	- Conducting standardized testing of ambient air and water quality as well as noise levels (2x/year) - Monitoring wildlife species	- The Company works together with accreditation bodies to monitor and test ambient air and water quality. In 2024, 2 tests were completed. - Constant monitoring of wildlife species
INDIRECT IMPACTS						
Waterway access increases the threat of illegal logging, hunting and poaching.	- Increased hunting and unsustainable wildlife collection - Illegal logging	Sago area	The threat of these impacts remains as long as the area remains open for use.	Awareness and enforcement can effectively mitigate this threat.	- Conduct regular patrols to deter illegal logging activities - Engagement with illegal loggers to provide opportunities for legitimate employment - Engagement with local communities to raise awareness about the importance of biodiversity	- Wildlife snares encountered on patrols have reduced. - Efforts are on track, as indicated by the presence of species that are overhunted elsewhere (e.g., Hornbills, Magpie Robin, Hill Mynahs, Cassowary and Dusky Pademelon).

Many of our plantations operate in close proximity to protected areas designated by the Ministry of Environment and Forestry (MoEF). Additionally, some of those locations are classified as protected areas by the International Union for the Conservation of Nature (IUCN). Our activities may impact biodiversity in both our development areas and our protected management areas, including High Conservation Value (HCV) areas, buffer zones, river systems, and any areas that are inhabited or traversed by wildlife.

The development of our projects, particularly road networks, stimulates regional economic growth and population expansion in rural areas. This development inevitably could lead to land-use changes as forests and surrounding areas are converted for residential settlements and agricultural expansion. Additional economic activities, including resource extraction through logging, poaching and hunting, further intensify the transformation of natural landscapes. While this development generates important economic opportunities for local communities, it could simultaneously present significant challenges for biodiversity preservation and climate change mitigation through increased carbon emissions.

Table 22. Proximity of Operational Sites to Protected Areas (GRI 304-1)

Operational site	Province	Regency	Geo Location		HGU Area (Ha)	Sector	Nearest Protected Area	IUCN Protected Area Category	Distance (km)
			Lat	Long			National Legislation (MoEF)		
ANJA	North Sumatra	North Padang Lawas	1°28'07"N	99°55'37"E	9,465	Palm Oil	Batang Gadis National Park	II	57
ANJAS	North Sumatra	South Tapanuli	1°9'36"N	99°9'16"E	9,182	Palm Oil	Siondop Protected Forest	-	adjacent
SMM	Bangka Belitung	East Belitung	2°56'17"S	107°52'57"E	16,277	Palm Oil	Senusur Sembulu Protected Forest	-	4
KAL	West Kalimantan	Ketapang	1°26'49"S	110°13'41"E	10,920	Palm Oil	Gunung Palung National Park	II	2
GSB	South Sumatra	Empat Lawang	3°44'10"S	102°45'28"E	12,800	Palm Oil	Nature Park Bukit Kaba	V	15.4
PPM	Southwest Papua	South Sorong	1°54'15"S	132°21'19"E	32,025	Palm Oil	Suabor Protected Forest	-	3.5
PMP	Southwest Papua	South Sorong and Maybrat	1°50'17"S	132°28'18"E	22,678	Palm Oil	Suabor Protected Forest	-	Adjacent
ANJ	Southwest Papua	Maybrat	1°43'07"S	132°32'33"E	36,506	Palm Oil	Suabor Protected Forest	-	Adjacent
ANJAP	Southwest Papua	South Sorong	1°57'28"S	132°13'50"E	40,000 (IUPHHBK-HA Sagu)*	Sago	Suabor Protected Forest	-	adjacent

Notes:

- IUPHHBK-HA: Izin Usaha Pemanfaatan Hasil Hutan Bukan Kayu - Hutan Alam (Business License for the Utilization of Non-Timber Forest Products - Natural Forest)
- IUCN Protected Area Categories are used to classify protected areas.
 - Category Ia : Strict Nature Reserve
 - Category Ib : Wilderness Area
 - Category II : National Parks
 - Category III : Natural Monument or Feature
 - Category IV : Habitat/Species Management Area
 - Category V : Protected Landscapes or Seascapes
 - Category VI : Protected Area with Sustainable Use of Natural Resources

Conservation Commitments (POJK51-F.10)

ANJ maintains strict compliance with its Sustainability Policy through comprehensive protection of designated High Conservation Value (HCV) and High Carbon Stock (HCS) areas. This protection extends to biodiversity preservation across our planted areas, other land use within our land titled, and adjacent territories under our control or influence. Our conservation mandate explicitly prohibits development in primary forests and areas of significant biodiversity. Furthermore, we enforce stringent protection measures for critical ecosystems, including peat ecosystems, riparian corridors, and steep terrain exceeding 40% gradient, ensuring their preservation in accordance with environmental standards. [GRI 304-1]

ANJ maintains comprehensive compliance with environmental protection and conservation regulations through its established Conservation Policy, which encompasses High Conservation Value (HCV), High Carbon Stock (HCS) and protocols for the conservation of protected flora and fauna. In 2024, we developed an enhanced Conservation Strategy, building upon our previous Biodiversity Strategy. This strategy demonstrates our commitment to biodiversity protection and management through a comprehensive framework designed to mitigate environmental impacts and enhance biodiversity outcomes across operational and landscape scales. The strategy establishes clear foundational principles, key performance indicators and core programs aligned with specific biodiversity targets. Our approach is guided by six fundamental principles, known as PLANET: Promoting best practices, Landscape-level approaches, Adaptive management, Natural values accounting, Engagement and partnership, and Time-based targets. These principles serve as the foundation for minimizing our operational ecological impact.

ANJ is committed to protecting biodiversity and ecosystem services through a comprehensive mitigation hierarchy. This approach prioritizes anticipating and avoiding impacts wherever possible. In cases where avoidance is not feasible, efforts are made to minimize the effects. Should impacts occur, the company takes steps to rehabilitate or restore the affected areas. As a last resort, when significant residual impacts remain, offsetting measures are implemented.

In addition to the mitigation hierarchy, ANJ employs transformative measures that guide the decision-making process. These measures enable the prioritization of actions that address both the immediate impacts and the underlying drivers of biodiversity loss. By focusing on technological, economic, institutional and social factors,



Two of our conservation staff members installing a HCV area signboard in our plantation in East Belitung.

as well as promoting shifts in values and behaviors, the company aims to achieve positive biodiversity outcomes within its operational areas and the broader landscape. To ensure the success and accountability of its biodiversity initiatives, ANJ has established specific, measurable targets. These include:

- Maintaining stable populations of High Conservation Value (HCV) species
- Achieving zero human-wildlife conflict related to IUCN Threatened and Protected Species, in compliance with Indonesian regulations
- Establishing a robust biodiversity monitoring program by 2025
- Integrating biodiversity accounting into the reporting protocols of at least two business units by 2030

These targets serve as vital benchmarks for tracking progress and ensuring the long-term sustainability of the company's biodiversity conservation efforts.

ANJ's Conservation Strategy incorporates the sequential steps of the mitigation hierarchy—avoidance, minimization, restoration, offset, and transform—as outlined in the standard operating procedures (SOP) of our High Conservation Value (HCV) Management. This structured approach ensures that our operations not only comply with environmental regulations but also proactively conserve biodiversity. We strictly prohibits the harvesting, poaching, and hunting of protected flora and fauna, as well as all Rare, Threatened and Endangered (RTE) species. Hunting of unprotected and non-threatened species is only permitted when sustainable use or hunting principles are rigorously applied. We require our suppliers to adhere to the same stringent protocols to ensure consistency throughout our value chain.

Conservation Area and Biodiversity

Table 23. Size and Location of Protected HCV and HCS Areas in Our Operations.

Operational Site	Conservation Area (Ha)	Concession Area			% of Total Conservation
		Nucleus	Plasma	Total	
ANJA	428.13*	9,465.00	-	9,465.00	4.52%
ANJAS	1,464.03	9,182.00	157.50	9,339.50	15.68%
SMM	1,384.34*	16,277.00	948.00	17,225.00	8.04%
KAL	3,973.73	10,920.12	2,958.12	13,878.24	28.63%
GSB	1,366.85	12,800.00	-	12,800.00	10.68%
ANJ (Southwest Papua)	36,505.93	30,515.75	5,990.18	36,505.93	100.00%
PMP	17,131.74	18,860.30	3,818.11	22,678.41	75.54%
PPM	27,374.32	26,570.70	5,454.48	32,025.18	85.48%
ANJAP	8,150.00		40,000.00	40,000.00	20.38%

Note :

* Conservation area were added at ANJA and SMM

As of 2024, ANJ has designated a total area of 97,779.07 hectares for conservation within its concessions. A total of 2,446.73 hectares are areas outside the HGU (Right to Cultivate). As of the reporting date, an area of 2,330 hectares has been proposed to RSPO as a compensation area to complete the RSPO Remediation and Compensation Procedure. These High Conservation Value (HCV) and High Carbon Stock (HCS) areas are managed in collaboration with local government entities, communities, conservation experts, and non-governmental organizations (NGOs), such as Tropenbos Indonesia. ANJ's conservation initiatives, to preserve the conservation area, are guided by objective expert assessments and aim to preserve and enhance biodiversity and species richness in these designated areas. In 2024, the company continued its efforts to develop specific biodiversity targets focusing on key species within its conservation areas. By setting aside significant land for conservation, collaborating with diverse stakeholders, and establishing measurable biodiversity targets, ANJ showcases its dedication to responsible environmental stewardship. (GRI 304-3)

The Company maintains strategic conservation areas across regions in Indonesia, each characterized by distinct ecosystems and biodiversity profiles. In North Sumatra, the conservation area is positioned adjacent to a government-designated protection forest. This location incorporates critical riparian buffer zones and forested territories that serve as vital habitats for diverse wildlife species, including the Sambar Deer, Great Argus Pheasants, and various rare species of Nepenthes pitcher plants. (GRI 304-2)

The Belitung conservation site comprises carefully managed riparian zones cultivated with indigenous forest and fruit-bearing trees. This location also encompasses the Balok forest, which provides a protected habitat for the Tarsier, recognized as the world's smallest primate species. The Company has implemented a comprehensive community engagement program in Belitung, incorporating local residents in forest management through structured initiatives including regular forest patrol activities, sustainable ecotourism development and environmental education programs. (GRI 304-2)

In West Kalimantan, the conservation area is integrated within the Essential Ecosystem Area, where the Company maintains strategic partnerships with Tropenbos Indonesia, the Natural Resources Conservation Agency of the Indonesian Government (BKSDA), and independent environmental researchers. This collaborative effort focuses on protecting critical habitats, particularly for Orangutan populations. The area's ecological significance is evidenced by the presence of at least eight protected mammal species, as classified by the International Union for Conservation of Nature (IUCN) and the Indonesian Government, including the Malayan sun bear, Pig-tailed macaque, Maroon leaf monkey, Cluded Leopard and Orangutans. (GRI 304-2)

The Southwest Papua conservation area demonstrates remarkable biodiversity, with comprehensive surveys identifying more than 20 fauna and 33 flora species RTE listed on the IUCN Red List. Notable species include rare orchid varieties, the Twelve-wired bird of paradise and King Bird of Paradise. The Company has secured formal support from the South Sorong and Maybrat Regencies governments in 2022, establishing a framework for conservation initiatives. Furthermore, the implementation of binding agreements with local communities for collaborative management and protection of conservation areas underscores the Company's commitment to preserving Southwest Papua's unique and diverse ecosystems. (GRI 304-2)

Table 24. IUCN Red List and National Conservation List Species, by December 2024 (GRI 304-4)

FAUNA

Class	Total identified fauna species on the IUCN Red List (CR, EN, VU, NT, LC, DD, NE)								Total	CITES (Appendix)			Protected under PP7/1999	Protected under Ministry Decree
	CR	EN	VU	NT	LC	DD	NE	NA		I	II	III		
Actinopterygii	0	0	1	1	31	2	1	5	41	0	0	0	0	0
Amphibia	0	0	0	0	24	1	0	4	29	0	0	0	0	0
Arachnida	0	0	0	0	1	0	4	2	7	0	0	0	0	0
Aves	1	6	23	52	407	0	3	0	492	8	77	0	144	128
Chilopoda	0	0	0	0	0	0	1	0	1	0	0	0	0	0
Clitellata	0	0	0	0	0	0	0	1	1	0	0	0	0	0
Diplopoda	0	0	0	0	0	0	1	0	1	0	0	0	0	0
Gastropoda	0	0	0	0	0	0	1	1	2	0	0	0	0	0
Insecta	0	0	3	0	54	2	142	12	213	0	2	0	1	1
Malacostraca	0	0	0	0	2	1	0	0	3	0	0	0	0	0
Mammalia	4	15	16	10	44	4	2	2	97	16	29	3	30	37
Reptilia	1	4	5	1	89	2	0	2	104	1	35	0	8	9

FLORA

Class	Total identified Flora species on the IUCN Red List								Total	CITES (Appendix)			PPRI	Permenlhk 106
	CR	EN	VU	NT	LC	DD	NE	NA		I	II	III		
Agaricomycetes	0	0	0	0	0	0	2	0	2	0	0	0	0	0
Cycadopsida	0	0	0	1	0	0	0	1	2	0	2	0	0	0
Gnetopsida	0	0	0	0	2	0	0	0	2	0	0	0	0	0
Liliopsida	0	2	0	1	46	4	115	27	195	0	71	0	6	1
Lycopodiopsida	0	0	0	0	1	0	2	3	6	0	0	0	0	0
Magnoliopsida	9	25	36	26	441	16	174	86	813	0	27	0	13	5
Pinopsida	0	1	1	1	2	0	0	1	6	0	0	0	0	0

Table 25. Number of Threatened Species (IUCN Categories CR, EN, VU) Identified through Biodiversity Monitoring Activities (GRI 304-4)

	2024	2023	2022
Number of IUCN Red List Threatened Fauna Species	79	77	80
Number of IUCN Red List Threatened Flora Species	74	74	53

In our ongoing commitment to ecosystem restoration and biodiversity enhancement, ANJ Group has implemented comprehensive reforestation initiatives across High Conservation Value (HCV) and degraded areas. During 2024, we successfully reforested 73.68 hectares of riparian buffer zones and degraded lands across all ANJ concessions. [GRI 304-3]

As part of our strategic replanting program, ANJA and SMM have reforested 35.01 hectares with more than 8,000 forest and fruit tree species. These areas, which were previously utilized for oil palm cultivation, have been deliberately transformed to provide essential food sources and habitat for local wildlife populations, demonstrating our commitment to biodiversity conservation. [GRI 304-3]

ANJ comprehensive replanting initiatives demonstrate its strategic commitment to environmental stewardship and biodiversity enhancement. By actively engaging in these efforts, we are not only promoting the sustainability of our operational lands but also ensuring the conservation of vital habitats, acting upon our responsibility towards the environment and future generations.

Additionally, KAL has implemented reforestation across 35.22 hectares, introducing more than 3,000 seedlings in degraded areas, including open peatland regions requiring restoration. ANJAS, PMP and PPM have also contributed to this initiative, reforesting areas of 1.4 hectares, 1.82 hectares and 0.23 hectares respectively, with a combined total of over 700 seedlings planted. [GRI 304-3]

The Company maintains a structured biodiversity monitoring program led by its dedicated biodiversity team, with active participation from employees and local community members. The monitoring methodology incorporates field surveys and camera trapping techniques to document species presence and population dynamics. Species identification and classification protocols strictly adhere to international standards, including the International Union for Conservation of Nature (IUCN) Red List criteria, the Convention on International Trade in Endangered Species (CITES) guidelines, and applicable government regulations. To ensure compliance and maintain rigorous standards, the Company's conservation initiatives undergo regular third-party audits. The most recent external assessments, conducted in 2024, confirmed that all conservation practices align with the requirements established by both RSPO and ISPO certification systems. The PENDAKI (Peduli Keanekaragaman Hayati/Care for Biodiversity) citizen science program, launched

in 2019, has significantly enhanced our biodiversity monitoring capabilities across conservation and plantation areas. Through this initiative, our employees actively participate in documenting flora and fauna encounters during their daily operations. The program has demonstrated remarkable success, accumulating over 140,000 species records since its inception. In 2024, the program expanded considerably, welcoming more than 1,500 new citizen scientists and bringing total participation to over 4,000 individuals. The program's innovative approach to conservation earned recognition through the Outstanding Achievement Award at the 2022 RSPO Excellence Awards, particularly highlighting its effectiveness in facilitating cost-efficient, sustainable biodiversity monitoring and management.

In 2023, PENDAKI underwent digital transformation with the introduction of a dedicated mobile application, streamlining the biodiversity observation recording process. This technological advancement is complemented by a comprehensive communication strategy, including social media engagement and informational materials designed to enhance species awareness among stakeholders. The establishment of the PENDAKI website (www.pendaki.anj-group.co.id) serves as a central platform for information dissemination and community engagement. The program's recent "PENDAKI Champions" initiative recognizes 60 outstanding observers from the 4,000-strong participant base, selected for their exceptional reporting activity, consistency and accuracy in species documentation including detailed photographic evidence, location data and taxonomic information. As of December 2024, the PENDAKI mobile application has facilitated the documentation of more than 18,000 flora and fauna encounters. This digital approach to biodiversity inventory has significantly enhanced both the accessibility for observers and the overall accuracy of collected data.

Based on biodiversity encounter data collected by citizen scientists, the Company has developed comprehensive Biodiversity Encyclopedia volumes for PT SMM, PT KAL and PT ANJAS operations. These publications document species occurrences within the Company's concession areas, accompanied by various of species information and photographic documentation captured exclusively by the Conservation Team and citizen scientists. The Company plans to extend this documentation initiative across all business units, ensuring comprehensive coverage of biodiversity within its concessions. This systematic approach serves to enhance knowledge of local species while recognizing the valuable contributions of the ANJ's citizen scientist program participants.

**Table 26. Spending on the Conservation Department in USD**

Subsidiary	2024	2023	2022
ANJA	10,072	7,007	6,080
ANJAS	17,504	21,804	24,186
SMM	85,674	26,604	8,008
GSB	191	166	-
KAL	26,597	61,647	25,642
PPM	10,952	13,844	9,898
PMP	16,230	21,392	36,441
ANJ (Southwest Papua)	559	53,162	32,278
ANJAP*	-	-	-
Total	167,780	205,628	152,533

Note :

* There were no conservation activities at ANJAP in 2024

An Orangutan in our conservation area
in Ketapang, West Kalimantan.



Living Plantation Index

Having accumulated reliable biodiversity data over five consecutive years through the PENDAKI program, ANJ has advanced its analytical methodology for utilizing this information. We have developed a comprehensive assessment approach to evaluate biodiversity quality, which we designate as the Living Plantation Index (LPI). The LPI is a tool designed to monitor and assess biodiversity within plantation ecosystems. Drawing inspiration from the global Living Planet Index, which measures trends in vertebrate populations to gauge the health of the planet's biodiversity, the LPI adapts this approach to the context of managed agricultural landscapes. By tracking population trends of various species inhabiting plantations, the LPI provides insights

about wildlife abundance and diversity, facilitating adaptive management. The LPI for each estate is prepared on a quarterly basis and thus feeds into the company's quarterly management planning.

One of the primary functions of the LPI is to serve as a barometer for ecological health within plantations. By systematically recording and analyzing wildlife observations, the index can identify trends, such as declines or increases in specific species populations, such as orangutans in the figure below. This data-driven approach enables plantation managers to make informed decisions regarding conservation strategies, habitat and threat management, and sustainable agricultural practices.

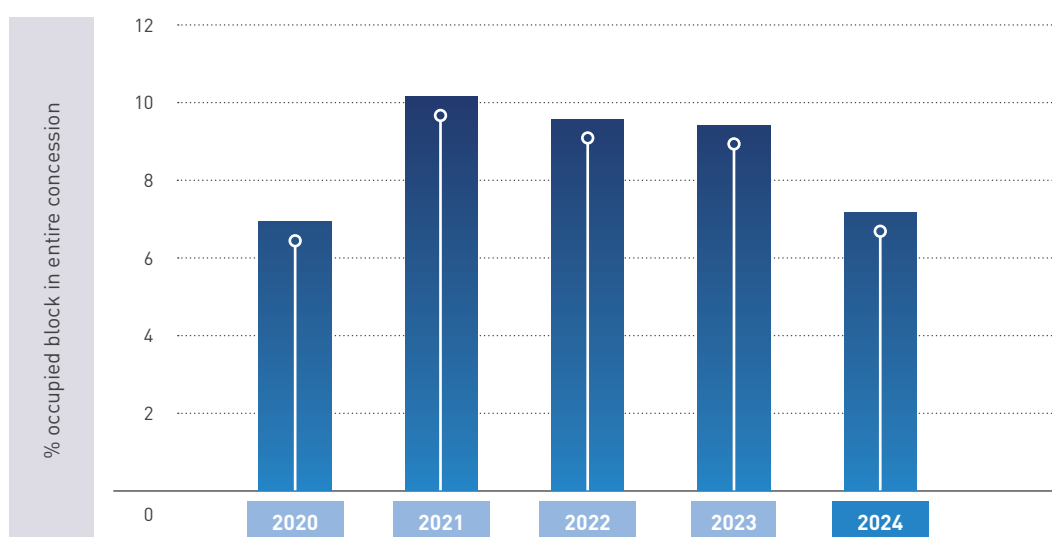


Figure: Orangutan variation across years in KAL

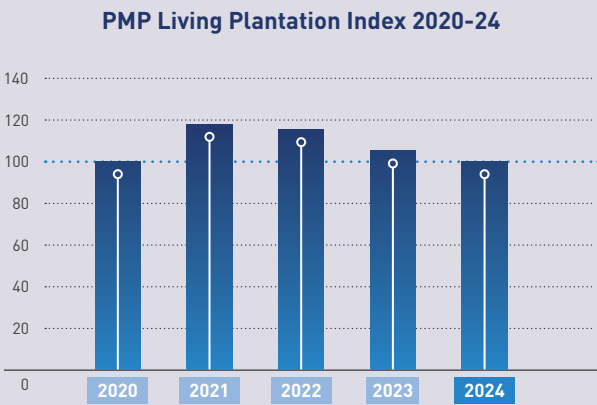
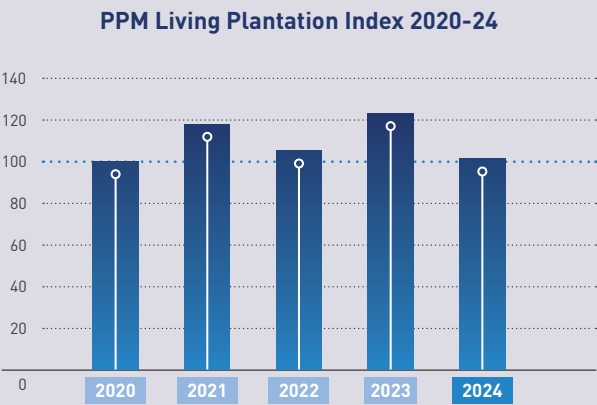
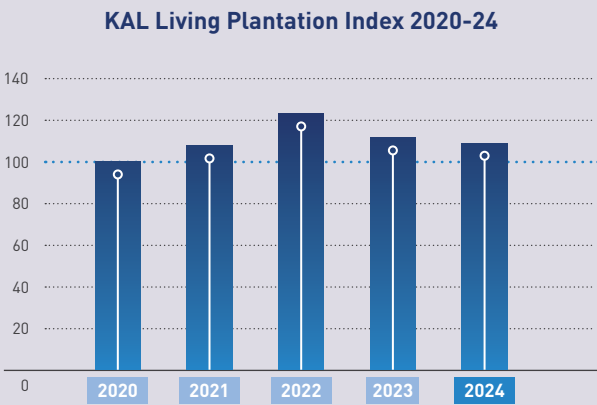
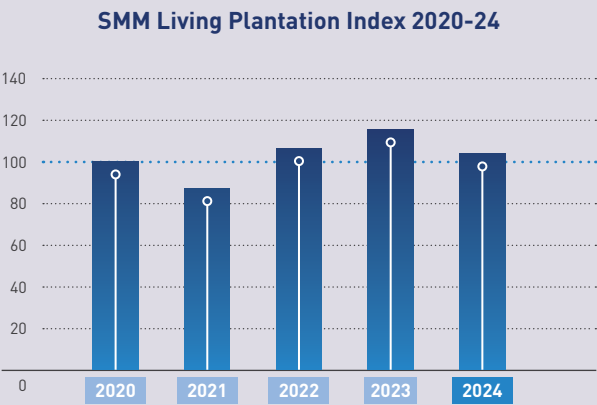
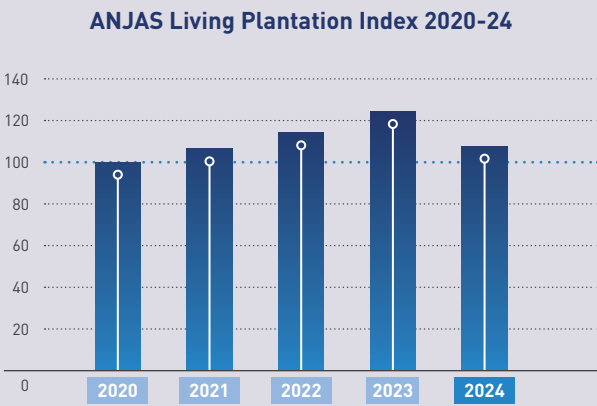
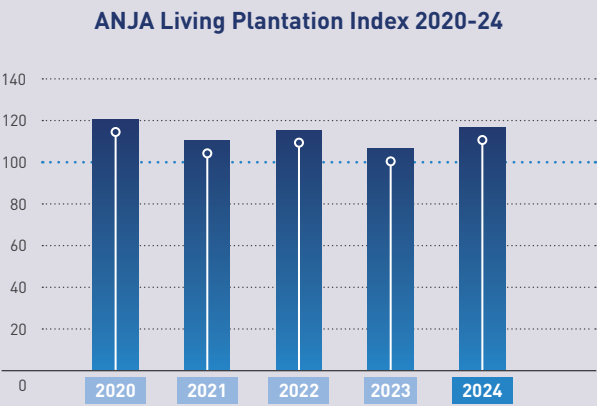
As shown at the picture above, the species appears to be stable in PT KAL. There appears to be an increase in occupancy after 2020 with nearly 10% of the 294 forest and non-forest blocks (including HCVs and riparian buffer zones) being used by orangutans. These are mostly male orangutans that use the oil palm matrix to move between forest patches where females reside.

The development of the LPI is rooted in the principles of ANJ's PENDAKI program, an innovative "citizen science" initiative launched in 2019. PENDAKI empowers plantation employees to actively participate in biodiversity monitoring by training them to observe and document wildlife encounters during their daily routines. Nearly 40% of the total workforce of ANJ has contributed to PENDAKI. Initially, this program utilized paper-based forms to record data, which were then compiled into a

centralized database. In 2023, the program transitioned to a smartphone application, streamlining data collection and enhancing the accuracy and efficiency of monitoring efforts.

The integration of the PENDAKI program's methodologies into the LPI framework has improved the quality and scope of biodiversity data collected within ANJ's plantations and protected forests. By engaging company staff and visitors and leveraging their firsthand knowledge, the LPI not only enriches the dataset but also cultivates a culture of environmental stewardship among our workforces. This approach ensures that conservation initiatives are grounded in real-world observations, supported throughout ANJ's management hierarchy, and are more likely to achieve long-term success in preserving biodiversity on ANJ's landholdings.

Below are the LPI’s from 2020 to 2024 for the six ANJ estates in which PENDAKI has been successfully implemented.



The monitoring data from 2020 to 2024 reveals distinct patterns in the Living Planet Index (LPI) across the six ANJ estates where the PENDAKI program has been implemented. These trends provide valuable insights into biodiversity conservation outcomes within our plantation landscapes.

PPM estate demonstrates the most consistent LPI values throughout the five-year period, maintaining stable ecological conditions with minimal fluctuation. This stability suggests effective conservation management and relatively unchanged threat levels within the estate boundaries.

In contrast, PMP estate exhibits more variable patterns, showing generally stable ecological conditions with a notable peak in 2021. This temporary increase in wildlife abundance and diversity may be attributed to improved species identification capabilities among monitoring staff rather than an actual ecological shift, highlighting the importance of standardized monitoring protocols.

KAL estate presents a positive trajectory with a gradually increasing LPI trend. This encouraging development likely results from the combined effects of maturing oil palm plantations and successful ecological restoration in riparian buffer zones and designated conservation areas. The KAL data demonstrates how biodiversity can recover alongside well-managed plantation activities.

ANJAS estate maintained relatively stable conditions compared to its 2020 baseline, though with an unexplained peak in 2023 that requires further investigation. This anomaly warrants additional analysis to determine whether it represents a genuine ecological improvement or a methodological variation in monitoring.

SMM estate also shows generally stable abundance and diversity trends across the monitoring period, with the exception of an unexplained dip in 2021. This temporary decline requires further examination to identify potential causal factors and ensure appropriate management responses.

The most concerning trend appears in ANJA estate, which exhibits a general decline in wildlife abundance and diversity from 2020 to 2023, with only a slight improvement in 2024. This downward trajectory can be attributed to two primary factors: the estate's location in a landscape dominated by oil palm plantations with limited natural habitat connectivity, and ongoing replanting activities that temporarily disrupt local ecosystems.

When comparing all six estates, KAL demonstrates the most positive biodiversity trajectory, while ANJA faces the most significant conservation challenges. PPM shows exemplary stability, while PMP, ANJAS, and SMM display more variable patterns that warrant continued monitoring. These diverse outcomes across estates operating under similar management frameworks emphasize the importance of landscape context and targeted conservation interventions in determining biodiversity outcomes in oil palm landscapes.

Biodiversity Richness Valuation

Conservation management is generally perceived primarily as a cost center, despite companies experiencing indirect benefits such as enhanced environmental stewardship reputation. To secure stakeholder support for conservation initiatives, justified measurement methodologies are essential. One such approach involves monetary valuation of biodiversity assets within company operational areas.

In 2023, ANJ pioneered the first monetary valuation of biodiversity richness in oil palm plantations. This assessment was conducted by an Independent External Assessor from Endangered Wildlife OU. The evaluation utilized ANJ's existing conservation area data combined with flora and fauna encounter records obtained through the PENDAKI program monitoring system.

The Total Conservation Value is determined through four distinct dimensional metrics. The first metric, Carbon Value, represents the above-ground carbon sequestered in tree biomass within the assessed area. Aesthetic Value represents the intrinsic biodiversity value derived from aesthetic appeal and enhanced quality of life generated by species richness and natural environments; this value is calculated based on consumers' willingness to pay for species-related products on e-commerce platforms. Economic Value encompasses direct biodiversity contributions to the economy. Species Existence Value comprises the sum of Carbon, Aesthetic, and Economic Values, while Impact Value represents the additional value generated through species enrichment via conservation projects, species management, and sustainability initiatives. The Biodiversity Richness Value Dashboard illustrates these various components of the Total Conservation Value.

In 2024, ANJ conducted monetary biodiversity valuations at the SMM Plantation in Belitung and at two Southwest Papua plantations, PMP and PPM. This assessment continues the previous monetary valuation conducted at KAL in West Kalimantan. The monetary valuation of KAL's conservation area amounted to USD 180.1 million, with 75% attributed to Species Existence Value, which includes Economic Value contributing to more than ten sectors and serving as the primary value driver. This valuation methodology will be implemented across all ANJ concessions to assess the impact of investments in conservation area management activities.

The monetary valuation for SMM plantation in Belitung and PMP and PPM in Southwest Papua was conducted using comprehensive data sets including land use patterns within concessions, oil palm plantation operational management, and critically, biodiversity inventory from the PENDAKI program implemented since 2019. All data utilized in this assessment reflects updates as of December 31, 2023.

In contrast to the previous KAL assessment, the valuations for SMM, PMP, and PPM incorporated an additional Hedge Value measurement. This metric is defined as the statistically-driven financial value that stakeholders would be willing to pay to maintain population levels within optimal bounds—specifically, preventing decline below the Minimum Viable Population while avoiding excess beyond Carrying Capacity.

Based on the assessment findings, SMM concession demonstrated significant increases in plant and fungi species abundance post-2021. The studies have identified substantial economic value among these species, particularly for medicinal applications and timber utilization. Other taxonomic groups—including birds, omnivores, herbivores, predators, amphibians, and fish—maintained relatively stable populations from 2019 through 2023. However, invertebrate encounters showed a declining trend between 2021 and 2023, necessitating further investigation through the PENDAKI monitoring program to determine the underlying causes of this observed decrease.

The species encounter patterns in ANJ's Southwest Papua concessions (PMP and PPM) present a different profile. Overall species encounters through the PENDAKI Program remained stable from 2019 to 2023. While plant and fungi observations showed a declining trend from 2020, this decrease does not necessarily indicate species loss. Rather, it reflects an observational bias, as field personnel demonstrated a preference for conducting fauna-focused surveys.

The Southwest Papua concessions contain significantly larger conservation areas compared to other ANJ holdings. This extensive conservation footprint results in higher carbon values for PMP and PPM relative to other concessions. However, the Aesthetic Value remains comparatively low for these locations, primarily due to Southwest Papua's current status not as an Indonesian tourism destination. Tourist visits to Southwest Papua numbered 0.6 million compared to Belitung's 2.0 million visitors, despite Southwest Papua's notably higher biodiversity uniqueness and variety.

The Total Conservation Value for SMM is estimated at USD 53.0 million, equivalent to USD 3,077 per hectare. Species Existence Value, comprising carbon value, aesthetic value, economic value, and hedge value, accounts for 87.7% of SMM's total conservation value. The remaining 12.3% derives from impact value generated through habitat management and biodiversity conservation initiatives.

The Total Conservation Value for PMP and PPM significantly exceeds that of KAL and SMM, reaching USD 254.4 million, or approximately USD 4,651 per hectare. This higher valuation stems from Southwest Papua's exceptional biodiversity richness and uniqueness, combined with substantially larger conservation areas compared to KAL and SMM. The distribution pattern of Total Conservation Value remains proportionally consistent with SMM and KAL assessments, with Southwest Papua's conservation value comprising 88.2% from Species Existence Value and 11.8% from Impact Value.

This valuation assessment has provided ANJ with compelling evidence of the substantial value generated through biodiversity maintenance within plantation operations, particularly regarding community and environmental contributions. By quantifying the financial value of flora and fauna, the Biodiversity Richness Valuation establishes a robust foundation for aligning conservation programs with sound business principles. The integration of biodiversity management into corporate strategy presents a promising pathway for sustainable development and financial growth. The symbiotic relationship between natural biodiversity and commercial cost efficiency creates a pathway for delivering shareholder returns. Through the preservation of beneficial species such as snakes and predatory birds, ANJ can leverage natural pest control mechanisms, thereby reducing operational costs.

From an investor perspective, implementing biodiversity management strategies adds a new dimension to investment value, aligning financial returns with social and environmental impact. We believe future opportunities will emerge to reflect biodiversity's positive contributions in our financial reporting frameworks. The utilization of tools such as the PENDAKI database enables biodiversity impact quantification, positioning ANJ as a leader in transparent reporting and stakeholder engagement. Moving forward, we intend to leverage these findings to advance our sustainability agenda and conservation strategies with enhanced efficacy and measurable outcomes, particularly in terms of monetary metrics.



Two of our conservation staff planting tree seedlings to preserve the ecosystem as a habitat for biodiversity.

Forest Management and Protection

Our Sustainability Policy encompasses the principles of 'No Deforestation, No Peat, and No Exploitation' (NDPE). We refrain from developing primary forests, focusing instead on their preservation. In line with RSPO protocols, areas independently recognized as High Conservation Values (HCV) and High Carbon Stock (HCS) will not be cleared for oil palm planting. Any development of identified HCV and HCS areas related to legacy instances will strictly follow RSPO standards. These commitments are a crucial part of our strategy to minimize emissions from land-use changes and progress towards carbon neutrality, include the preservation of ecosystem as habitat for the surrounding biodiversity.

To ensure that there is no deforestation in our sites, conservation areas, and those of our suppliers, we employ various monitoring activities:

- Socialization with surrounding communities to raise awareness and foster collaboration in conservation efforts.
- Conducting area-wide drone mapping at least once a year to assess land use and detect changes.
- Drone mapping of specific areas of interest when questions arise or incidents occur, providing targeted insights.
- Real-time hotspot satellite monitoring, as performed by RSPO and other stakeholders, to detect potential fire occurrences.
- SMART Patrol Method: Our security guards patrol our planted area and the area inside our borders, while our conservation area is patrolled by our conservation personnel and well-trained security guards.
- Analytical productivity evaluations for each smallholder provider to assess plausibility of no deforestation. If results are questionable, ground checks, including drone mapping, are conducted.
- Continuous satellite monitoring provided by Global Forest Watch, combining GLAD (Global Analysis and Discovery) and RADD (Radar for Detecting Deforestation) systems to identify deforestation within our specified area of interest. The system alerts us to potential deforestation, triggering field investigations. The total area covered by this system is 995,200 hectares, with a coverage radius of 10 kilometers from our area boundaries.
- Satellite images obtained from Landsat and Sentinel 1&2 are processed using algorithms developed by ANJ in cooperation with experts from the University of Amsterdam.
- Involvement of environmental officials and police to combat illegal logging, poaching and land clearing by fire (slash and burn practices) and careless behavior that may result in forest fires.
- Legal action against illegal loggers, poachers, traders of endangered animals or other activities posing environmental risks.

Our organization maintains a strict commitment to remediate any deforestation or forest land conversion that has occurred within our operational areas since January 1, 2019, which marks the establishment of our zero-deforestation policy. This commitment was subsequently codified in our Sustainability Policy, enacted on October 31, 2019. Furthermore, we have established specific requirements for our third-party FFB smallholder suppliers, mandating the cessation of all illegal deforestation and land conversion activities from December 31, 2020, onward. Non-compliance with these requirements will result in the immediate termination of our FFB purchasing agreements with such suppliers. To strengthen biodiversity and habitat protection awareness, our organization implements systematic outreach programs targeting employees, local communities, and schools within and adjacent to our concession areas. "Sekolah Konservasi" (Conservation School) program, launched in 2023, represents our flagship initiative for fostering environmental stewardship among younger generations. This educational program integrates standard school curricula with ANJ's practical experience in environmental impact mitigation.

The program's effectiveness was demonstrated in 2024 through a strategic partnership between SMM and the Environmental Agency of East Belitung (DLH Belitung Timur). This collaboration has enabled the expansion of Environmental Education campaigns across multiple educational institutions throughout the East Belitung Regency, receiving significant stakeholder endorsement.

An independent assessment conducted in early 2020 identified that between January 1, 2016, and December 31, 2018, a total of 2,958.51 hectares of High Carbon Stock (HCS) areas were converted for oil palm cultivation across three operational sites: SMM, PMP, and PPM. In response to these findings, we implemented a comprehensive HCS Recovery Plan in April 2020. The cornerstone of this remediation strategy involved the allocation of 3,518 hectares within our Southwest Papua concession as a dedicated recovery site. This allocation was subsequently expanded in 2021 with the addition of 8.3 hectares of forested land. [GRI 304-3]

A significant milestone was achieved in 2022 when we secured formal endorsement from the Maybrat Regency government to execute our HCS Recovery Plan. Throughout 2024, our organization has maintained rigorous monitoring of these conservation initiatives, focusing on three primary objectives: enhancement of biodiversity within the recovery zone, optimization of carbon sequestration capacity and development of a reproducible framework for sustainable conservation management. [GRI 304-3]

Our organization maintains strict adherence to the precautionary principle across all operational activities. Prior to establishing new oil palm plantations, we fulfill comprehensive requirements established by the Roundtable on Sustainable Palm Oil's (RSPO) New Planting Procedure (NPP). This process encompasses multiple critical assessments conducted by independent external specialists that accredited by the HCVRN's Assessor Licensing Scheme (ALS). The study including: Social and Environmental Impact Assessment (SEIA), integrated High Conservation Value (HCV) and High Carbon Stock Approach (HCSA) assessment, Land Use Change Analysis (LUCA), soil suitability surveys, and Greenhouse Gas (GHG) emissions evaluations. All assessment must be evaluated by the HCVRN and formally submitted and validated by RSPO before the commencement of any development activities. Our development strategy explicitly prioritizes the utilization of low-risk areas while designating high-risk zones for conservation purposes, ensuring environmental protection remains paramount in our expansion decisions. [GRI 2-23, GRI 304-3]

As of January 1, 2016, we do not initiate new planting on peatlands of any depth, and any newly identified peatlands within our undeveloped concession areas are immediately designated as conservation zones. This policy aligns with the Roundtable on Sustainable Palm Oil (RSPO) regulations and the Principles & Criteria of November 15, 2018, which prohibit the development and mandate the sustainable management of peatlands. Government regulations also require that peatlands be managed as High Conservation Value (HCV) areas due to their environmental functions and significance in the absorption of greenhouse gas (GHG) emissions.

Prior to the 2016 ANJ peatland policy, peatland cultivation was established at ANJAS and KAL estates, which currently maintain operational status. These estates comprise a total peatland area of 9,606.31 hectares, constituting 57% of the total plantation area. In line with our environmental commitment, we have designated 986 hectares for conservation, distributed between KAL (786 hectares) and ANJAS (200 hectares). The operational peatland areas are managed in strict compliance government regulatory oversight and Roundtable on Sustainable Palm Oil (RSPO) best management practices.

A comprehensive hydrological management system is implemented across our peatland operations to maintain optimal water table levels. These systems include water gates, stop bunds, closed canals and monitoring wells. This precision-controlled system effectively prevents both desiccation and inundation of peat soils, ensuring sustainable soil moisture conditions.

Peat mounding is also utilized to prevent plants from becoming waterlogged. Effective water management in our peatland areas is crucial for reducing the risk of fire, minimizing peat oxidation and preventing ground subsidence, thereby contributing to the overall health and sustainability of these ecosystems.



One of our staff checking water reservoir in our plantation in Ketapang, West Kalimantan.



PLANET



FEATURE STORY

Sekolah Konservasi: Educating the Next Generation of Environmental Stewards



A conservation staff member shares stories with children at "Sekolah Konservasi".

All of ANJ's subsidiaries are committed to preserving the Earth through various sustainable initiatives, one of which is the innovative "Sekolah Konservasi" program. This program not only focuses on environmental education but also empowers children to become change agents who care for and take responsibility for nature.

By integrating sustainability into every aspect of its operations, ANJ not only aligns with the Sustainable Development Goals (SDGs) but also paves the way for a harmonious world where prosperity and environmental stewardship go hand in hand. The innovative "Sekolah Konservasi" program is concrete evidence of ANJ's dedication to creating a greener and more sustainable future.

Sekolah Konservasi is designed to instill environmental awareness and responsibility in children from an early age. Through an approach that combines classroom education with direct involvement in conservation activities, this program provides a deep understanding of environmental issues, such as biodiversity, climate change, and sustainable resource management.

In the classroom, children learn about the causes and impacts of climate change. However, what makes this program unique is their active involvement outside the classroom, such as learning about local flora and fauna, planting trees, and learning about waste management aimed at reducing pollution. These hands-on experiences equip them with practical skills that enable them to contribute to conservation efforts.

The Sekolah Konservasi program has grown significantly since its inception in 2021. With the number of students involved increasing from 35 in 2021 to more than 400 students across 38 schools in 2024, the program now spans various locations around the company's operational areas, including North Sumatra, East Belitung, West Kalimantan, and Southwest Papua. This success is attributed to strong partnerships with various parties, including environmental organizations, the government, and local communities.

By working with various stakeholders, such as government bodies and environmental organizations, ANJ has successfully scaled the program. The success of



A group of "Sekolah Konservasi" children are reading conservation comics accompanied by our staff.

"Sekolah Konservasi" is a testament to ANJ's dedication to shaping future generations that value and protect the environment, fostering a deep connection between people and nature.

Schools participating in this program not only gain educational benefits but also engage directly in conservation efforts that benefit their surrounding environment. In this regard, the Sekolah Konservasi program serves as a bridge connecting theory with real action, encouraging students to become individuals who care for and are responsible for the sustainability of our planet.

This program provides benefits to the children involved and also creates a wide-ranging impact on the surrounding communities. By involving the community and collaborating with various organizations such as Conservation International, the Natural Resources

Conservation Agency (BKSDA), and Tropenbos Indonesia, ANJ has built an ecosystem conducive to environmental conservation. The results of this program not only strengthen environmental awareness but also encourage collaboration and synergy between various parties to preserve nature.

Sekolah Konservasi is expected to continue to grow and provide long-term positive impacts for children, communities, and the environment. This program is an essential investment in shaping a generation that cares about the sustainability of the Earth. With strong commitment and concrete steps, ANJ believes that early conservation education will bring about significant change, creating a greener and more sustainable world. Sekolah Konservasi is concrete evidence that holistic, action-based environmental education can foster a sense of responsibility for nature and shape a better future for the Earth.



The Fire Department team provides fire handling training to female employees and employees' wives to make them more alert and prepared.

Fire Management and Prevention

Wildfires pose a significant operational risk to our oil palm plantations, particularly during prolonged dry seasons and El Niño events, resulting in severe financial and environmental consequences, including substantial greenhouse gas emissions. These fires often originate from slash-and-burn land clearing practices still employed by certain companies, farmers, and local communities. Fires that initiate beyond our operational boundaries can readily spread into our concession areas. Additionally, vegetation fires may occur within our smallholder suppliers' cultivation areas.

Our Sustainability Policy establishes a strict Zero Land Burning commitment, adhering to prevailing laws and regulations as well as RSPO, ISPO, and ISCC certification standards. We implement rigorous supplier selection protocols to ensure compliance with RSPO and ISPO operational standards throughout our supply chain. Our fire prevention and management framework targets zero fire incidents across our concession areas, plasma smallholder zones, and conservation regions.

Our comprehensive fire risk assessment protocol incorporates historical incident data and vulnerability metrics to identify high-risk zones within our operational areas. Based on this systematic evaluation, our Ketapang operations in West Kalimantan (KAL) have been designated as a priority region for enhanced fire prevention and management measures. Furthermore, ongoing demographic expansion and economic development, coupled with global warming impacts, have elevated fire risk levels across our other operational sites. These sites have been prioritized according to risk severity as follows: ANJAS, followed by PPM, PMP, ANJAP, SMM, and ANJA.

Based on the results of our fire risk assessment, we have developed an Integrated Fire Management (IFM) system, which is a cross-departmental and fully integrated approach encompassing prevention, mitigation, preparedness, early detection action, and response. As forest fires are most commonly caused by human activities, our primary focus is on prevention and mitigation strategies. To this end, we conduct community socialization efforts to raise awareness about fire safety and risks. Additionally, we invest in community development initiatives to transition people away from slash-and-burn farming practices, aiming to minimize the occurrence of uncontrolled forest fires, particularly during drought seasons.

Our integrated fire monitoring system employs a multi-tiered detection approach. At the macro level, we utilize satellite-based hotspot monitoring for early detection, complemented by ground-level surveillance through strategically positioned fire towers and Unmanned Aerial Vehicle (UAV) operations. The Integrated Fire Management (IFM) system provides comprehensive predictive analytics, delivering daily, weekly, and monthly hotspot forecasts directly to each plantation site.

Our emergency response framework encompasses two specialized teams. The Rapid Response Team, comprising trained firefighting personnel, maintains continuous readiness to address fire incidents upon detection. Additionally, we have established an Incident Management Team (IMT) that can be activated immediately following incident reporting to coordinate broader response efforts.

ANJ maintains comprehensive firefighting infrastructure across all estates, supported by specialized personnel and equipment. Each operational site is equipped with a professional firefighting unit and essential firefighting assets, including fire engines and portable water pumps. Strategic locations are additionally outfitted with rubber boats to enhance response capabilities in challenging terrain. All firefighting equipment adheres to rigorous safety standards to ensure optimal protection for our response personnel and stakeholders.

Our emergency response capabilities extend beyond our operational boundaries as part of our community engagement framework. ANJ's firefighting resources are regularly deployed to assist neighboring communities during flooding and other emergency situations, demonstrating our commitment to regional disaster resilience and community partnership.

To ensure long-term sustainability of our fire management initiatives, we have implemented a comprehensive stakeholder engagement framework that actively involves local communities. This framework operates through two key programs: the smallholder farmer firefighting groups (Kelompok Tani Peduli Api/KTPA) and Desa Mandiri programs, which provide performance-based incentives to villages that successfully implement fire prevention and management protocols.

Our collaborative network extends to multiple stakeholders, including local authorities, community organizations, private sector, and law enforcement agencies (police and military forces). We maintain strategic partnerships with local fire departments whose personnel have received specialized Forest Fire Management training from Manggala Agni, the dedicated forestry firefighting unit established by the Ministry of Environment and Forestry.

Our company maintained an exemplary record of zero forest or land fires within our concession areas throughout 2024, reflecting our robust fire prevention protocols and vigilant monitoring systems. Despite this internal success, our vigilance extended beyond our boundaries, where we identified 44 fire incidents in surrounding areas through our comprehensive detection strategy combining ground patrols and remote hotspot monitoring.

These external fire events presented significant ecological risks that prompted immediate action from our Emergency Response Team. The team mobilized resources to address all 44 fire points surrounding our concessions, effectively managing incidents across a total affected area of 54.83 hectares. Our subsidiaries in West Kalimantan and Bangka Belitung regions demonstrated particularly notable performance, leading the majority of these external firefighting interventions.

The successful containment of all identified fires stemmed from our integrated response approach, which leverages the combined capabilities of our specialized Emergency Response Team (ERT), Conservation Team, and structured community partnerships, particularly through the Fire Care Farmer Groups. This collaborative model has proven remarkably effective in rapidly controlling outbreaks before they could escalate into larger environmental threats.

Central to our fire management strategy is our investment in formalized stakeholder engagement frameworks. Our West Kalimantan subsidiary exemplifies this approach through its established memorandum of understanding for fire protection and control in Ketapang Regency. This agreement creates a coordinated response network between private sector companies operating throughout the regency and community-based fire awareness groups, establishing clear protocols for joint action when fires are detected.

Our experience throughout 2024 reinforces the value of this community-integrated approach to environmental risk management, where company resources and local knowledge combine to create a more resilient and responsive fire prevention system across the broader landscape.



PLANET



FEATURE STORY

Fire Defense Hub: Transforming Threats Into Opportunities



A firefighter monitoring hotspots from the top of a fire tower.

Every dry season, the vast peatlands of Ketapang Regency, West Kalimantan, become highly susceptible to fires. Spanning over a million hectares, these lands dry out and become easily flammable, making wildfires a recurring challenge. The fires not only destroy trees and wildlife but also disrupt livelihoods, pollute the air with thick smoke and leave the land barren. In response to these challenges, a structured initiative called "Fire Defense Hub" was introduced by KAL, focusing on both fire prevention and community empowerment.

At the core of this initiative is resilience. The farmer firefighting group (Kelompok Tani Peduli Api or KTPA), in collaboration with the local fire department (DAMKAR), works to detect and control fire threats before they escalate. Equipped with training and resources, these teams play a crucial role in protecting both the environment and the community. However, the impact of the "Fire Defense Hub" extends beyond firefighting. Not only does it aim to reduce fire incidents, but it also focuses on empowering local communities, particularly those who have been most affected by recurring fires.



Furthermore, recovering from a fire is just as challenging as preventing one. Recognizing this, KAL has introduced sustainable economic initiatives to support local communities. Pineapple cultivation, along with intercropping of cassava and soybeans, provides alternative sources of income. In addition, the program offers training in food processing, allowing residents to turn their harvests into marketable products such as pineapple syrup, dodol (traditional sweets) and jam. These products, developed through community business groups such as "NOLAK" and "PUNYE KITE," help improve economic stability and create new opportunities for growth.

Beyond economic development, education and awareness are also key components of the "Fire Defense Hub." Fire prevention programs are conducted in health centers (posyandu) and schools, ensuring that younger generations understand fire hazards and the importance of conservation. At the same time, community-led biodiversity documentation efforts help protect and promote local flora and fauna, fostering a stronger connection between people and their environment.

As a result, the "Fire Defense Hub" has positively impacted 143 individuals from vulnerable groups. Many who previously had limited options now have new skills and economic opportunities. What was once a recurring disaster has been transformed into a chance for growth and resilience, demonstrating that challenges can be met with practical solutions.

Ultimately, the story of Ketapang highlights the power of collaboration, community engagement and proactive planning. By addressing both the immediate risks of wildfires and the long-term needs of local communities, this initiative is creating a more sustainable and secure future—one where fire no longer dictates the fate of the community but instead serves as a catalyst for positive change.

A group of women showcasing their homemade pineapple jam from the 'Fire Defense Hub' economic empowerment program.



Committing to Sustainable Water Practices

Understanding that water is a vital, finite resource shared by all, we recognize our responsibility in managing it wisely. Our commitment to responsible water management is driven by the awareness that local communities depend on this essential resource for multiple purposes - from crop irrigation to daily drinking and sanitation needs. As we conduct our commercial operations, we remain focused on ensuring our water usage does not impact the communities' access to clean water, maintaining a careful balance between operational needs and community welfare.

We also emphasize the importance of managing wastewater and effluents from our operational activities to prevent contamination of water sources used by local communities. Water pollution and scarcity can trigger potential health issues. Such situations highlight the need for sustainable water management practices to protect environmental quality, maintain harmonious relationships with surrounding communities, and ensure the well-being of all stakeholders. This approach not only contributes to operational sustainability but also reinforces the company's environmental and social responsibility.

Our Sustainability Policy and Environmental Policy affirm our commitment to ensuring the availability of sufficient and high-quality water, both to support our operational activities and, more importantly, to meet the needs of surrounding communities and stakeholders. In this effort, we set a water use intensity target of 1 ton of water per ton of Fresh Fruit Bunches (FFB) processed. In 2024, we successfully achieved a water use intensity of 0.89 tons (or cubic meters) per ton of FFB processed, demonstrating progress aligned with resource efficiency and sustainability principles. This commitment reflects our efforts to integrate sustainability into every aspect of our operations while contributing to the preservation of water resources. [SEOJK16-F.8, GRI 303-1]

As part of its climate change adaptation strategy, ANJ has implemented a comprehensive water management system in the KAL area through the construction of interconnected water reservoirs. These reservoirs are strategically linked by a network of canals, ensuring reliable water distribution across the region. The infrastructure serves as a critical defense against El Niño-induced droughts, which have become increasingly frequent and severe. Beyond drought mitigation, the system provides essential water supply for fire prevention, particularly crucial during dry seasons when fire risks are heightened. The reservoirs also support local biodiversity conservation efforts while meeting the daily water needs of both ANJ's operations and surrounding communities. Through this integrated approach, ANJ demonstrates its commitment to environmental sustainability and community resilience in the face of climate challenges. The project exemplifies how infrastructure investments can create shared value for both business operations and local ecosystems. [SEOJK16-F.8]



The water reservoir functions to deal with fires in and around the plantation area.

Table 27. Water Intensity (Palm Oil) (SEOJK16-F.8)

Year	Water Usage (M ³)	M ³ /Ton FFB	M ³ /Ton CPO	Improvement compared to base year of 2020	
				Water intensity per ton FFB	Water intensity per ton CPO
2024	1,107,838	0.89	4.51	(23.07)%	(20.38)%
2023	1,334,672	0.97	4.71	(16.27)%	(17.02)%
2022	1,492,747	1.09	5.41	(6.23)%	(4.53)%

Table 28. Water Intensity (Edamame & Sago) (SEOJK16-F.8)

Year	Sector	Water Usage (M ³)	M ³ /Ton Product
2024	Edamame*	59,450.00	0.89
	Sago	317,018.30	0.97

Note:

* Edamame is our business unit that is located in water-stress area.

Our water impact monitoring and reporting efforts are strategically concentrated on our palm oil operations, where water management is identified as a material topic. While we maintain operations in sago and edamame production, along with residential areas and office facilities, these units are not currently included in our water impact assessment scope. This focused approach allows us to prioritize monitoring and improvements in our most water-intensive operations within the palm oil sector. (GRI 303-1)

We rely entirely on fresh surface water with a total dissolved solids content of less than 1,000 mg/L, sourced from rivers, rainwater reservoirs, and rainwater harvesting systems. All our freshwater needs are met from surface water sources, primarily rivers, which can sustainably support our factory operations. To ensure efficiency and sustainability in water usage, we have installed flowmeters at our locations to monitor and measure water withdrawal volumes. We also use an employee headcount approach at several of our locations to calculate water consumption in our operational areas, assuming water needs of 120 liters/person/day. This water resource management requires internal oversight and coordination with stakeholders beyond our jurisdiction. Therefore, a landscape-based approach is key to maintaining ecosystem balance and environmental sustainability. After use, wastewater is managed in accordance with applicable regulations before being released back into the environment. Specifically for Palm Oil Mill Effluent (POME), this waste is treated first so it can be reused, supporting circular economy principles and resource efficiency. (SEOJK16-F.8, GRI 303-1, GRI 303-2)



Two employees are adjusting the POME flowmeter.

Table 29. Total Water Withdrawal, Discharge and Consumption (Palm Oil) (in megaliters per year)
(GRI 303-3, GRI 303-4, GRI 303-5, SEOJK16-F.13)

Year	Total withdrawals	Saving at WTP & Distribution for Domestic	WATER USAGE INDUSTRY		
			Consumption for processing	Consumption for land application	Total Discharge
2024	2,576.95	1,469.11	217.20	665.44	225.20
2023	3,012.07	1,677.40	279.52	851.37	203.79
2022	2,452.43	959.68	694.37	735.21	63.17

Table 30. Total Water Withdrawal, Discharge and Consumption (Edamame and Sago) (in megaliters per year)
(GRI 303-3, GRI 303-4, GRI 303-5, SEOJK16-F.13)

Year	Sector	Total withdrawals	Saving at WTP & Distribution for Domestic	WATER USAGE INDUSTRY	
				Consumption for Processing	Total Discharge
2024	Edamame*	118.22	58.77	11.89	47.56
	Sago	364.29	47.27	181.86	135.16

Note:

* Edamame is our business unit that is located in water-stress area.

As part of our annual business risk review, we conduct comprehensive assessments of water availability in river basins across all our operating sites. These assessments evaluate watershed capacity, monitor water flow patterns, and track water level fluctuations. By analyzing both site-specific data and national water trends, we develop targeted mitigation strategies to address various water-related challenges. Our response includes constructing water gates for flood prevention and establishing water catchment systems in drought-prone areas. This systematic approach enables us to formulate effective short-term and long-term water management strategies, particularly in response to extreme weather events. (GRI 303-1)

Based on the assessment from World Resource Institute's Water Risk Atlas, almost all of our operational areas are located in low water stress areas. Only one area falls under the high-water stress category, which is our edamame business unit in Jember. However, we have implemented several strategic measures to wisely manage water usage and optimize our production:

1. Brine Water Recycle, for efficient water use in production. We ensure that water used in the brine process is reprocessed.
2. Water Reuse in the edamame washing process, we ensure that water used from the drum washing process or initial process to the final process can be reused for the same washing cycle.

This information serves as a crucial foundation for our water management strategy, enabling us to ensure the sustainable and responsible utilization of water resources in every aspect of our operations. (GRI 303-1, GRI 303-2, GRI 303-3)

To minimize water pollution risks, we implement comprehensive strategies to maintain water quality and protect the environment (GRI 303-2, POJK51-F.14):

1. Wastewater Treatment - All factory wastewater undergoes processing in specialized treatment facilities to meet quality standards before release to the environment.
2. Controlled Waste Management - Our waste disposal facilities are designed with enclosed systems and strategically located away from water sources to prevent contamination.
3. Responsible Fertilizer Application - We employ precise fertilization techniques to prevent runoff that could contaminate nearby water sources.
4. River Buffer Zone Protection - We maintain ecosystem balance by restricting agricultural activities in river buffer zones, reducing erosion risks and runoff pollution.
5. Monitoring Well Installation - We ensure proper waste management through strategic placement of monitoring wells around disposal areas, absorption zones, and potential impact points within and around our operational facilities. These wells monitor the environmental impact of liquid waste utilization in Land Application, Composting, and Domestic Wastewater Treatment Plants.

Through these measures, we are committed to preserving water resources and ensuring environmentally friendly operations.

These steps reinforce our compliance with regulatory requirements and environmental quality standards, including BOD, COD, pH, and other parameters as stipulated in Ministry of Environment Regulation No. 5 of 2014. We have obtained wastewater discharge permits based on technical assessments that consider the pollution load of the receiving water body. Our wastewater sample testing is conducted by third-party external laboratories accredited by KAN and registered with the Ministry of Environment (KLH), ensuring the accuracy of our testing results. (GRI 303-1, GRI 303-2)

To ensure sustainable water availability, we implement various water conservation initiatives designed to optimize usage and preservation:

1. Utilization of Reservoirs and Rainwater Harvesting – We construct reservoirs and rainwater harvesting systems to store water reserves that can be used during the dry season.
2. Water Recycling in Production – We maximize the reuse of water in operational processes to reduce dependence on freshwater sources.
3. Water Source Preservation – We actively protect and maintain the sustainability of water sources to ensure long-term availability.
4. Infiltration Wells for Groundwater Recharge – We build infiltration wells to help maintain groundwater balance and naturally recharge aquifers.
5. Water Savings through Boiler Blowdown Reuse – We reuse boiler blowdown water in mill production processes to reduce raw water intake from natural sources.
6. Boiler Water Capture Using Steam Traps – We utilize steam traps to prevent water loss and reduce water consumption by reusing captured steam.

Through these initiatives, we are committed to responsible water management, maintaining ecosystem balance, and supporting water resilience for the future.

We independently manage and monitor our water resources through a systematic data collection process. Our approach includes daily and monthly data collection to track water usage patterns and key metrics. Through regular monthly reports, we identify trends and compare them against established benchmarks. While we currently rely on manual data collection methods, we maintain rigorous analysis of all measurements. This ongoing monitoring and analysis enable us to make data-driven decisions about water usage, identify opportunities for efficiency improvements, ensure

sustainable water resource management, and detect and address any deviations from expected patterns. Through these independent water management initiatives, we demonstrate our dedication to responsible water stewardship and conservation of water resources. (GRI 303-1, GRI 303-2)

Our supply chain primarily consists of independent small-holder farmers who provide Fresh Fruit Bunch (FFB). These farmers focus solely on palm cultivation and do not operate processing mills, which means their water usage is primarily for basic agricultural needs. While their water consumption during cultivation is currently difficult to measure and manage precisely, we remain committed to promoting sustainable practices among these suppliers. We actively guide our smallholder partners in implementing sustainable palm oil practices, with a particular focus on responsible water management. This includes providing education on proper land selection and cultivation techniques aligned with RSPO standards, such as avoiding cultivation on steep terrain and flood-prone areas. We extend our water conservation efforts beyond farming practices by working closely with local communities to protect water quality in their areas. This includes raising awareness about the importance of keeping water sources free from household waste contamination. Through these comprehensive engagement efforts with both farmers and local communities, we strive to ensure sustainable water resource management throughout our supply chain ecosystem. (GRI 303-1)

We ensure that reused water meets strict standards and regulations. Every 3 to 6 months, we collect water samples and compare them with baseline data from the AMDAL assessment. This process enables us to verify compliance with regulatory parameters, ensure responsible water management, and maintain environmental balance. This commitment reflects our dedication to preserving water quality and supporting the sustainability of natural resources. (GRI 303-2)

In our commitment to responsible water management, we adhere to comprehensive regulatory standards established by the Ministry of Environment and Forestry and the Ministry of Health. These standards guide our water discharge practices, particularly when specific regional government requirements are not in place. Our compliance framework is further informed by the Environmental and Social Impact Assessment (AMDAL) document, which provides baseline parameters specific to each operational area. Through these systematic monitoring and compliance efforts, we demonstrate our dedication to environmental stewardship and sustainable water management practices. (GRI 303-2)



The ANJ Group manages six oil palm plantations, with palm oil mills operating at five locations. While our primary output is Crude Palm Oil (CPO), we also produce Palm Oil Mill Effluent (POME) during the milling process. This liquid byproduct serves dual benefits - it contains nutrients beneficial for plant growth and can be converted into electrical energy through biogas production.

In our commitment to environmental management, we utilize Palm Oil Mill Effluent (POME) as a valuable nutrition source for our plantations, following technical studies and obtaining technical approval from the government. Among the many quality parameters, we prioritize monitoring wastewater parameters based on assessment results and applicable regulations. This application strictly adheres to quality standards, maintaining a Biological Oxygen Demand (BOD) below 5,000 and pH levels between 6-9, ensuring safety and effectiveness in our operations. Water quality management at ANJAS focuses on monitoring BOD, COD, Oil & Grease, Total N, and pH parameters. While regulatory standards require a BOD level of 100 mg/L for water released into the environment, we have set a more ambitious internal target of 95 mg/L. Our efforts have proven successful, as demonstrated by our 2024 performance where we achieved a BOD level of 91.5 mg/L, exceeding both regulatory requirements and our internal targets. Through these stringent practices and continuous monitoring, we maintain high environmental standards while maximizing the agricultural benefits from our water resources. (GRI 303-1, GRI 303-2, GRI 303-4)

Within the ANJ Group's palm oil mills, ANJAS stands unique as the only facility that releases Palm Oil Mill Effluent (POME) into surface water bodies. To ensure responsible discharge management, we implemented the SPARING system in 2023, an automated monitoring technology mandated by the Ministry of Environment. This system conducts real-time monitoring at our waste outlet points before disposal, providing automated recording and reporting of effluent data. This advanced monitoring approach demonstrates our commitment to maintaining environmental compliance and transparency in our water management practices. (GRI 303-2)

We employ a comprehensive treatment process for Palm Oil Mill Effluent (POME) from our mills, beginning with anaerobic pond treatment followed by aerobic pond processing. We have diversified our POME utilization methods across our concessions, with two locations incorporating it into composting processes while others apply it directly for soil enrichment. To advance our wastewater management capabilities, we launched an innovative trial in 2022 using geotube technology to capture POME sludge. Analysis revealed this captured sludge contains significant nitrogen levels, making it valuable as a potential organic fertilizer source. Building on this success, we expanded our sustainable practices in 2024 by establishing a composting unit at ANJA Binanga. This facility serves dual purposes namely optimizing production wastewater utilization while reducing our dependence on inorganic fertilizers, ultimately decreasing environmental pollutant loads. These initiatives reflect our ongoing commitment to transforming wastewater products into valuable resources while minimizing our environmental impact through innovative solutions.

In our water management system, domestic wastewater undergoes different treatment approaches based on its characteristics and location. The majority of our domestic wastewater is processed through wastewater treatment plants to ensure it meets regulatory quality standards before being released into surface water streams or ponds. However, in certain areas where the domestic wastewater is verified to be free from pollutants and contaminants, direct release is permitted without treatment. Our commitment to responsible water management is reflected in our 2024 performance, where all operating units achieved full compliance with water-related regulations, maintaining a perfect record with zero non-compliance incidents reported.





Geo Tube in AANE, East Belitung.



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04

PEOPLE

Our Diverse and Inclusive Workforce

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ANJ's sustainability policy prioritizes the well-being of our workforce. We are committed to creating an optimal working environment for employees, focusing on their health, safety and comfort. This includes providing a safe and healthy workplace where every individual is valued and their rights as workers are respected. We also foster a culture of continuous learning and personal development throughout employees' careers. Our dedication to these principles reflects our belief that the success of our organization is intrinsically linked to the well-being and growth of our employees.



A group of female employees are preparing themselves before carrying out the upkeep process on oil palm plants.

As of December 31, 2024, ANJ's workforce comprised 9,666 individuals. Of this total, 7,990 employees (82.7%) were male, while 1,676 (17.3%) were female. In terms of employment contracts, 8,956 employees (92.7%) held permanent positions, reflecting a strong foundation of long-term workers. Meanwhile, 710 employees (7.3%) were employed under fixed-term contracts, providing flexibility in workforce management. ANJ's employment model does not include daily workers and part-time workers.

A breakdown of our workforce by business segment shows that the palm oil sector employs the majority, accounting for 89.9% of our total workforce. The frozen vegetable division follows with 8.8%, while the sago unit employs 1.2%. The remaining 0.2% of employees are distributed across various other business segments and corporate offices, illustrating the diverse scope of our operations.

ANJ utilizes the services of 3,253 outsourced employees provided by third-party contractors. These contractors are responsible for the management and recruitment of these outsourced workers and have a direct contractual relationship with them. These non-employee workers typically work as:

- Maintenance workers: Responsible for road, garden and housing upkeep.
- Seasonal workers: Supporting plantation upkeep during peak seasons. (GRI 2-7, GRI 2-8)

The data presented reflects the number of outsourced workers at the end of the reporting period and is based on the headcount method (FTE). The 39% increase in outsourced workers from the previous year was primarily due to special project initiatives to deal with pests & diseases during year end. We regularly monitor these figures to ensure that the workforce is aligned with our operational needs and strategic objectives, as well as to ensure fair and ethical employment practices. (GRI 2-7, GRI 2-8)

The Company is strongly committed to upholding fair labor practices, ensuring that all employees receive compensation that meets or exceeds the minimum wage mandated by government regulations, regardless of gender, race, ethnicity, religion, age, cultural background or disability status. This commitment encompasses every level of our workforce, ensuring that even entry-level salaries at each of our operational sites meet or surpass the government-established minimum wage.

Furthermore, we conduct internal wage benchmarking that considers industry-specific compensation standards, regional cost of living variations, company performance metrics and total compensation packages, including monetary and non-monetary benefits. The non-monetary benefits that significantly enhance the living standards of our employees and workers include housing, healthcare, education, staple food, transportation and childcare for employees and their family. (GRI 13.21.3)

The ratio of the lowest employee salary across all operational areas to the regional minimum wage is 1:1 (100% compliance). By adhering to this principle, the Company not only complies with legal standards but also reinforces its dedication to the well-being and equitable treatment of its workforce. (GRI 13.20.1, SEOJK16-F.20)



One of our harvesting employee is pushing a wheelbarrow filled with fresh fruit bunches (FFB) to be placed in the collection area before being transported to the mill.

ANJ guarantees leave rights for all employees as part of its commitment to their well-being. Every employee is entitled to a minimum of 12 days of leave after 12 consecutive months of service, in accordance with the Company Regulations. In addition, ANJ provides 90 calendar days of maternity leave for female employees and 2 days of paternity leave for male employees. Employees who have worked for more than 5 years are also entitled to additional annual leave.

During 2024, 20 female employees took maternity leave and 111 male employees took paternity leave. The return-to-work rate after parental leave ended and that were still employed 12 months after their return-to-work maternity leave was 90% for female employees and 100% for male employees. All returning employees resumed their respective positions. [\[GRI 401-3\]](#)

Table 31. Total number of employees by gender, contract type and business location in 2024
[GRI 2-7, SEOJK16-C.3.b]

2024	Location	Female			Male			Grand Total
				Total			Total	
		Contract	Permanent		Contract	Permanent		
PT. Austindo Nusantara Jaya Tbk.	Jakarta	0	9	9	2	16	18	27
PT. Austindo Nusantara Jaya Boga	Jakarta	0	1	1	0	4	4	5
Regional Office Medan and Sorong	North Sumatra and Southwest Papua	4	60	64	14	90	104	168

Palm Oil

PT. Austindo Nusantara Jaya Agri	North Sumatra	0	221	221	0	1,202	1,202	1,423
PT. Austindo Nusantara Jaya Agri Siais	North Sumatra	0	194	194	1	1,042	1,043	1,237
PT. Sahabat Mewah dan Makmur	Bangka Belitung	0	356	356	3	1,791	1,794	2,150
PT. Kayung Agro Lestari	West Kalimantan	0	352	352	3	1,859	1,862	2,214
PT. Galempa Sejahtera Bersama	South Sumatra	0	2	2	1	13	14	16
PT. Putera Manunggal Perkasa	Southwest Papua	1	76	77	2	757	759	836
PT. Permata Putera Mandiri	Southwest Papua	0	31	31	4	586	590	621

Sago

PT. ANJ Agri Papua	Southwest Papua	0	8	8	0	104	104	112
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Edamame

PT. Gading Mas Indonesia Teguh	East Java	317	44	361	358	127	485	846
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Renewable Energy

PT. Austindo Aufwind New Energy	Bangka Belitung	0	0	0	0	11	11	11
Grand Total		322	1,354	1,676	388	7,602	7,990	9,666

Table 32. Employee Composition [SEOJK16-C.3.b, 2-7]

Employee Composition ANJ and Subsidiaries		2024				
			Male		Female	Total
By Segment	Head Office Jakarta		18		9	27
	Palm Oil		7,366		1,293	8,659
	Sago		104		11	115
	Others		502		363	865
	Total		7,990		1,676	9,666
By Position	Director		9		3	12
	General Manager (GM)		24		5	29
	Manager		192		25	217
	Staff		283		79	362
	Laborers or Workers		7,482		1,564	9,046
	Total		7,990		1,676	9,666
By Education	Master's degree		19		10	29
	Bachelor's degree		559		187	746
	Diploma		103		56	159
	Senior/Vocational High School		3,022		378	3,400
	Other		4,287		1,045	5,332
	Total		7,990		1,676	9,666
By Employment Status	Contract Workers		388		322	710
	Permanent Staff		7,602		1,354	8,956
	Total		7,990		1,676	9,666
By Age	Over 55		76		23	99
	41-55		2,116		637	2,753
	25-40		4,541		833	5,374
	18-24		1,257		183	1,440
	Total		7,990		1,676	9,666

Note:

All personnel data are collected from each business unit based on headcounts at the end of the reporting period for storage and analysis at the Jakarta headquarters.

In 2024, ANJ implemented a workforce optimization strategy as part of its ongoing efforts to improve operational efficiency and strengthen focus on core business activities. This strategy resulted in the reduction of 277 employees. Our strategy is based on competency and organizational needs while respecting diversity and inclusivity. This was shown by the increase of female employees in 2024 compared to 2023. (GRI 2-7)

Prior to implementation, ANJ conducted comprehensive communication to employees regarding business achievements and the need for workforce optimization. The company ensures that severance payments are in accordance with applicable regulations and complies with all labor regulations and laws during this process.



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FEATURE STORY

Embracing Diversity: ANJ's Journey Towards Inclusivity



The RD DEI project team poses with Arieck Dimas, a conservation comic illustrator.



Participants in sign language training to support the RD DEI project in ANJ.

ANJ has taken concrete steps in creating an inclusive work environment through the RD (Responsible Development) DEI (Diversity, Equity, and Inclusion) project, which focuses on involving people with disabilities. This project is not just about meeting the requirements of Law Number 8 of 2016, which requires companies to employ a minimum of 1% employees with disabilities, but is also part of ANJ's commitment to the principles of diversity, equity, and inclusion. This initiative also aligns with the company's sustainability efforts within the ESG (Environment, Social, and Governance) framework. By launching this project in 2024, ANJ is not only focusing on fulfilling legal obligations but also aims to create a more diverse and inclusive corporate culture.

In the pilot project phase, ANJ successfully recruited two individuals with hearing impairments or deaf friends to join the Corporate Communications and Sago & Edamame Commercial departments. This is not just a step, but also tangible proof of

ANJ's deep commitment to promoting diversity and inclusivity in the workplace. Through collaboration with Kerjabilitas, a job search platform specifically targeting people with disabilities, ANJ expands opportunities and provides broader access for them to develop in the professional world without discrimination. With this step, ANJ not only opens opportunities but also strengthens inclusive values.

As part of this effort, ANJ prioritizes the importance of internal knowledge and training to raise awareness about inclusivity. Through Indonesian Sign Language (BISINDO) training, ANJ employees involved in the RD DEI project are given the opportunity to learn how to communicate more inclusively, thus strengthening team engagement and collaboration. So far, ANJ has successfully organized four BISINDO training sessions that not only open insights about the importance of inclusivity but also show how more open communication can create mutual respect in the workplace.

PEOPLE

Additionally, ANJ continues to commit to creating positive impact by combining diversity and environmental awareness in one innovative project. One of these is the creation of conservation-themed comics involving people with disabilities in the creative process. These comics are then distributed to schools around the company's plantation operational areas, aiming to raise awareness about the importance of environmental protection while introducing the values of inclusivity and diversity from an early age.

One of the individuals with disabilities involved in this project is Ariek Dimas, a creator with physical disabilities, who is very enthusiastic about the opportunity to collaborate in creating these conservation comics. Ariek shares his perspective, "I feel very valued being given the opportunity to collaborate with ANJ. This is not just about creating artwork, but also sharing important messages about protecting the environment."

Ariek also appreciates ANJ's efforts in creating an inclusive work environment, where every employee, regardless of physical limitations, is given the opportunity to contribute. He adds, "Despite my physical limitations, ANJ provides the flexibility and support I need, making me feel comfortable and confident to actively contribute to this project."



Through this project, ANJ provides a real example of how diversity and nature conservation can be combined to create broader positive impact. Ariek hopes, "May this work inspire more people to preserve nature and more companies to follow ANJ's footsteps in implementing values of diversity and inclusion."

ANJ continues to strive to improve the effectiveness of the DEI project by seeking external perspectives, developing internal policies related to recruiting people with disabilities, and continuing BISINDO training. ANJ's commitment to continuing innovation and enriching internal experience and insights shows the company's dedication to creating a more inclusive workplace and providing greater opportunities for people with disabilities to contribute maximally.

The success of this project can also be seen from the experience of employees who directly feel its impact. One of them is Evant Christina, a deaf friend working in the Sago & Edamame Commercial team. Evant shares that ANJ has succeeded in creating an inclusive work environment where every individual feels valued and supported to develop.

"The work environment at ANJ is very inclusive and supportive, providing a sense of comfort and acceptance. I get support from colleagues in the Sago & Edamame Commercial team as well as from friends in other divisions in my work."

Evant also provides suggestions to make ANJ an even more inclusive workplace. "To make ANJ a more inclusive workplace for deaf friends, I suggest not hesitating to engage in conversation or ask questions directly to deaf friends. Open communication really helps in creating mutual understanding," she adds.

Through this DEI project, ANJ shows that diversity and inclusion are not just goals, but values that can enrich company culture and create positive impact for human life and nature. Going forward, ANJ plans to expand collaboration with external partners and continue to enrich internal experiences through training and sharing sessions. With these steps, ANJ is not only creating an example for other companies but also paving the way towards a more inclusive work world.

Christy, one of the disabled people who works part-time in the Commercial team.

Fair and Responsible Recruitment Practices -

(GRI 13.20.1)



Morning assembly of employees led by their foreman.



ANJ's comprehensive recruitment policy underscores our commitment to ethical and transparent hiring practices. This policy, which is regularly reviewed and updated, governs both internal recruitment and the selection of employment agencies. It applies to all employment types, ensuring consistent standards for direct employees, agency-supplied workers and part-time or temporary staff, reflecting our ongoing commitment to fair labor practices.

Key aspects of ANJ's recruitment practices include:

- **Ethical Recruitment Policy:** This policy outlines our commitment to fair treatment of all candidates and employees, covering a broad range of practices, including non-discrimination in hiring, transparent communication of job requirements and compensation and respect for candidate privacy.
- **Recruitment Fees:** The policy clearly states that ANJ does not charge recruitment fees to job applicants. This practice ensures that employment opportunities are accessible to all individuals without financial barriers, promoting equal opportunity.
- **Identity Documents:** ANJ has a strict policy of not retaining any personal identification documents, such as passports or identity cards, by the Company or any labor agents acting on its behalf.
- **Written Contracts in Understandable Language:** Under ANJ's policy, all workers are provided with written employment contracts in Bahasa or dual language in Bahasa & English, where in general our employees understand the use of Bahasa in communicating. This practice ensures transparency and clarity regarding the terms of employment, including roles, responsibilities and rights.
- **Application to Employment Agencies:** ANJ's ethical recruitment standards extend to any employment agencies engaged in recruiting workers on behalf of the Company. These agencies are required to comply with ANJ's policies and commitments, ensuring a uniform standard of ethical recruitment.
- **Addressing Non-Compliance:** ANJ has established mechanisms to identify and address instances of non-compliance with its recruitment policies and commitments. This includes regular audits, feedback channels for employees and applicants and corrective action plans to remedy any issues identified. Non-compliance is taken seriously, with appropriate measures taken to prevent recurrence.

Through these practices, ANJ demonstrates its dedication to ethical recruitment, ensuring that all individuals are treated with dignity and respect throughout the recruitment process. The organization's approach not only aligns with legal and ethical standards but also contributes to a positive and inclusive workplace culture.

In 2024, ANJ recorded an employee turnover rate of 12.4%, with 1,228 employees out of the total workforce resigning. The reasons for employee resignation varied, including personal factors such as family matters, pursuing further education and focusing on personal health. In line with these dynamics, ANJ also noted that 2,418 employees successfully attained new positions within the company. This demonstrates ANJ's commitment to internal career development and employee mobility, as well as efforts to fill strategic positions with qualified talent. This data provides an overview of employment dynamics at ANJ throughout 2024, reflecting both challenges and opportunities in human resource management. [\[GRI 401-1, GRI 2-7\]](#)



a General Manager giving instruction to his staff in the morning assembly meeting.



PEOPLE



Empowering Employees' Growth and Skills

[404-2, SEOJK16-F.22]



ANJ recognizes employees as its most valuable asset and places great emphasis on their training and career development. We aim to facilitate skills enhancement, support professional aspirations and ensure excellence in their roles. To achieve this goal, we provide comprehensive training and tailored professional development programs, which begin when new employees join the Company and continue throughout their tenure. This ongoing investment in professional growth not only contributes to the personal development of employees, but also enhances the skills and competencies of our workforce, which drives the success and innovation of our operations.



The HRCM team conducts internal training to develop the capacity of employees at the ANJ Learning Center.



As an organization that prides itself on having a diverse workforce, we understand the importance of equitable access to training programs. Disparities in training opportunities can affect job satisfaction and contribute to higher employee turnover rates. Furthermore, such access gaps can undermine the effectiveness of talent management and employee succession planning, leading to an uneven distribution of knowledge and skills. Therefore, we prioritize ensuring that all employees, regardless of their role or level, have equal opportunities to participate in training and professional development programs. This underlies the fostering of a culture of inclusivity and continuous learning, ensuring that every team member is empowered to reach their full potential and contribute effectively to collective success.

Our vision is to create a fair and inclusive work environment that will not only encourage but also actively support the individual growth of every team member. This is implemented by providing access to comprehensive training that equips them with the hard skills necessary for their specific job functions and the soft skills needed for effective communication, leadership and teamwork. Regular training sessions are designed to increase employee motivation, foster loyalty and enhance performance over time, creating mutually beneficial positive outcomes for individuals and the Company.

Employee development is a top priority in ANJ's talent management strategy. We prioritize internal promotion and development of existing employees over external recruitment. Targeted training and development programs are essential in this process as they help enhance employee competencies, facilitate their career advancement and strengthen the Company's strategic business capabilities and operational activities. Through these efforts, we aim to ensure our workforce remains agile, skilled and ready to face future challenges, reinforcing our commitment to individual growth and organizational success. [SE0JK16-F.18]

Recognizing the importance of the role of training and education in personal and professional development, we established the 17-hectare ANJ Learning Center (ALC) in our Belitung operations area in 2014. ALC is a state-of-the-art facility equipped with dedicated spaces designed for teaching and learning, a comprehensive library and accommodation facilities capable of housing up to 80 people. While ALC's primary focus is to facilitate internal training programs, we also extend its services to external parties. This includes offering venues for training sessions, educational events and other development activities to suppliers, business partners and the wider community. In doing so, we are not only investing in the growth and development of our employees but also contributing to the wider ecosystem in which we operate, fostering a culture of continuous learning and development for all stakeholders.

Learning and Development Program

ANJ is committed to employee development through targeted training programs tailored to the Company's needs, individual development plans and job-level competency dimensions. These programs aim to enhance technical competencies, soft skills (such as leadership and communication) and ensure compliance with national and international industry standards.

Training at ANJ is grouped into five main categories:

- **Basic Training:** Mandatory for all employees, covering Company values, code of ethics, safety protocols and gender committee. The goal is to ensure understanding and compliance with the principles and standards that shape the company culture and operational safety requirements.
- **Technical Training:** Focuses on improving employees' technical skills and abilities to enhance performance and proficiency in their respective roles. This training covers a wide range of topics, from operational techniques to advanced technology applications, ensuring competence and alignment with industry developments.

- **Soft Skills Training:** Emphasizing the importance of collaboration, this training aims to improve teamwork, communication and organizational skills. The goal is to enhance employees' ability to work together efficiently, both internally and externally, creating a cohesive and productive work environment.
- **Leadership and Supervisory Program:** This program is designed to prepare employees for leadership roles at various levels of the organization. The focus is on developing leadership qualities, decision-making abilities and the ability to manage and inspire teams effectively, ensuring leadership continuity for the future.
- **Certification Program:** Aims to validate and standardize employees' technical proficiency in specific job functions. This program offers certifications that recognize mastery of specific skills, ensuring alignment with Company and industry standards of excellence and enhancing competitiveness and quality of output.

ANJ is committed to fostering a culture of continuous improvement and excellence through these various training categories. Investing in the professional and personal development of employees not only enhances their career prospects, but also ensures the organization remains agile, competitive and able to achieve its long-term goals. [\[GRI 404-2\]](#)

Table 33. Training Hours by Training Type in 2024 (SE0JK16-F.18)

		Technical Skills		Soft Skills		Certification	Total Training Hours
By Employee Category							
Non-staff		30,997		4,905		2,472	38,374
Staff		8,552		3,393		1,340	13,285
Manager		1,141		210		152	1,503
General Manager/Regional Manager/Group Head		387		240		8	635
Boards of Directors		32		104		0	136
By Gender							
Male		34,787		7,662		3,448	45,897
Female		6,321		1,189		524	8,034
TOTAL		41,108		8,852		3,972	53,933

A cornerstone initiative aimed at bolstering and enhancing the capabilities of our team members across all levels, from staff to general manager, is the Individual Development Plan (IDP). This program stands out for its structured and systematic approach to both technical and soft skill enhancement, tailored to the individual employee. What sets the IDP apart is its emphasis on facilitating direct interaction between employees and their supervisors, who provide mentorship and guidance to help participants elevate their job performance and attain their professional objectives. Additionally, the program is founded on the participants' Key Performance Indicators (KPIs), ensuring alignment with their personal goals. Each department is allocated a specific training budget, allowing for the flexibility to address its unique developmental requirements effectively. (GRI 404-2)

ANJ's talent management program is a strategic initiative encompassing talent identification, development and succession planning. This program focuses on building a robust talent pool to prepare employees for critical roles and key positions within the organization. Through a structured process, we assess the readiness levels of our talent pool and provide tailored development programs to equip employees with the necessary skills and experience. This proactive approach to talent development is essential for effective succession planning, ensuring that ANJ has qualified individuals ready to fill critical roles, maintaining operational effectiveness and driving organizational success. These development programs are aligned with ANJ's strategic objectives, ensuring that employee growth directly contributes to the achievement of company goals. (GRI 404-2)

In 2024, ANJ continued its employee development initiatives through structured programs, namely the Staff Development Program and the Supervisory Development Program. The Staff Development Program is aimed at employees from the staff to assistant manager level, focusing on problem-solving coaching for improved effective communication. Meanwhile, the Supervisory Development Program emphasizes foreman leadership related to effective communication and work management.

Soft skills development is a primary focus of these programs, with the aim of improving a range of skills, including intrapersonal (time management, problem-solving) and interpersonal (teamwork, leadership) skills, leadership qualities and business/management expertise.

During 2024, these two programs involved a total of 336 participants with total training hours reaching 3,158 hours.



Overall, in 2024, we achieved 53,933 hours of training, surpassing our target of 43,158 hours. Despite this success, there remain opportunities for further evaluation and improvement to ensure equitable access to our training programs and associated benefits.

Table 34. Average Training Hours by Gender and Employee Category (GRI 404-1, SEOJK16-F.18)

		2024	2023	2022
Non-staff		4.24	2.23	4.06
	Male	4.30	2.11	4.39
	Female	3.96	2.88	2.38
Staff		36.70	61.01	52.56
	Male	41.23	66.19	53.86
	Female	20.47	39.97	47.03
Manager		6.92	13.75	33.21
	Male	7.38	14.41	35.28
	Female	3.42	8.42	17.72
General Manager/Regional Manager/Group Head/Head		22.68	28.22	41.88
	Male	22.30	28.14	45.83
	Female	24.40	28.75	16.25
Boards of Directors		10.46	31.67	16.79
	Male	11.20	22.22	14.00
	Female	8.00	60.00	23.75
TOTAL				
	Male	5.74	4.91	7.14
	Female	4.79	4.92	4.70
GRAND TOTAL		5.58	4.91	6.72

GMIT held the Field Assistant Development (FAD) Program in September 2024, which was the third batch of this program. This program is designed to meet the Company's need for competent field assistants. From a total of 486 applicants, 15 selected participants from communities around the Jember area successfully joined the program. This strategic focus on hiring from within the community not only aims to enhance staff retention but also leverages individuals' familiarity with the local environment, contributing to the program's effectiveness. The recruitment process for the program

was thorough, involving steps such as administrative screening, psychological evaluations, Focus Group Discussions (FGD) and interviews. The FAD's program structure includes two weeks of in-class training followed by 3.5 months of On-the-Job Training (OJT), culminating in a final assessment that covers both a Quality Improvement Project (QIP) and technical skills. Given its initial success, plans are already underway to replicate the program next year, reinforcing GMIT's commitment to developing skilled professionals within the community.



FEATURE STORY

PEOPLE

The Art of Strategic Business Storytelling

In today's corporate landscape, crafting compelling business narratives is essential. Recognizing this need, ANJ launched an eight-week training program that transformed their organizational communication approach.

"Storycraft for Strategic Narratives: Mastering Business Report Writing" ran from August to October 2024. The program combined weekly online sessions with a final in-person workshop at ANJ headquarters. Participants initially identified several common obstacles: maintaining contextual clarity, simplifying technical jargon and presenting data effectively. The program focused on building essential skills in clarity, logical flow and impactful messaging.

To address these challenges, the training emphasized that effective communication begins before writing. Participants learned pre-writing strategies like mind mapping and outlining—tools that establish organized thinking and coherent expression. These approaches particularly helped those struggling with transitions and structure.

Furthermore, facilitators introduced a systematic method for report planning: defining purpose, key message, audience and content organization before composition. By practicing various organizational structures, participants learned to select approaches that best served their specific objectives.

In addition to these foundational skills, participants discovered how storytelling techniques and visual aids transform complex information into compelling narratives. The integration of graphs and infographics reinforced key messages, while narrative elements enhanced reader engagement. Practical guidance on selecting appropriate visual formats and ensuring cohesive placement helped participants improve report readability while making complex data more accessible to decision-makers.

Consequently, the program's effectiveness was clear. With 16 participants completing both pre- and post-course assessments, most demonstrated significant improvement in clarity, conciseness and logical structuring.



The Storycraft for Strategic Narratives: Mastering Business Report Writing training by B/NDL Studios for Austindo Nusantara Jaya in August – October 2024 covered much ground. The topics discussed included what constitutes effective writing, organizing one's thoughts before putting them to screen/paper, the art of mind-mapping, looking at report structures, using logical sequence in writing and the merits of storytelling when trying to put a point across. The participants were engaged and very active. B/NDL Studios found it commendable that ANJ even requested a special session on syntax and using structures germane to writing in Bahasa Indonesia.

We feel the challenges forwarded by participants at the beginning of the course was addressed by themselves with enthusiasm during the eight weeks, and as the course ended, certain skills were enhanced, and techniques could be noticed being applied. One item that was embraced with gusto was the peer editing sessions, wherein participants gave and received feedback on written assignments, many of which were immediately utilized in their subsequent written pieces. -

Debra Yatim - Facilitator B/NDL Studios

As ANJ continues its communication transformation journey, facilitators recommended a follow-up program focused on "Data and the Power of Persuasion"—acknowledging the need to further strengthen their ability to translate quantitative insights into compelling narratives. Indeed, in an era where information overload threatens effective communication, the ability to craft clear, compelling strategic narratives may be the most valuable business skill of all.

Security Personnel Trained in Human Rights Policies or Procedures

In 2024, ANJ continued its commitment to upholding human rights within its security practices. Our training programs covered both internal security management personnel and third-party security personnel. Specifically, 74 third-party security personnel, representing 16% of our total security workforce, received training that included human rights components. This training ensures that our third-party security personnel are well-versed in human rights principles and can apply them in their daily operations. (GRI 410-1)

Additionally, our internal security personnel received training related to the Voluntary Principles on Security and Human Rights (VPSHR) in 2022. This training is part of our ongoing efforts to ensure that all security personnel, whether internal or third-party, are equipped with the knowledge and skills necessary to respect and protect human rights in all aspects of their work. (GRI 410-1)

Employee Performance Evaluation (SEOJK16-F.18)

ANJ's performance management system is designed to support employee growth and development by aligning individual performance with company objectives. The system comprises four phases:

- Annual Performance Plan Initiation (November): Specific, measurable objectives are established for each employee, linking individual efforts to broader company goals.
- Monthly Performance Feedback: Supervisors provide regular feedback to their teams, fostering continuous improvement and open communication. This allows for timely adjustments and recognizes both strengths and areas for growth.
- Bi-annual Performance Evaluation Periods: Two evaluation periods (November-April and May-October) provide structured assessments of employee progress against objectives.
- Reward Management: Following evaluations, achievements are recognized and rewarded through merit increases, incentives, development programs and career advancement opportunities.

These four-phase performance management system is instrumental in driving organizational success by ensuring individual performance directly contributes to our corporate goals. We are integrating agile principles,

such as frequent progress reviews and employee participation in goal-setting, to foster regular feedback, increased ownership and greater engagement. This commitment to employee growth and development is a key pillar of our sustainability strategy.

Our performance management framework incorporates a forced ranking system, where a dedicated committee from multiple functions conducts comprehensive evaluations of employees both within their respective teams and across different divisions of the Company. This rigorous assessment process occurs annually. ANJ's structured approach ensures continuous alignment with individual growth plans and provides targeted coaching to help employees achieve their professional objectives.

Performance and Career Development Reviews

In the most recent reporting period, we achieved 100% of our employees, spanning all levels of the organization, underwent performance evaluations. This accomplishment underscores our commitment to maintaining a universal and equitable review process. An inclusive feature of our approach is that employees who joined our company towards the end of 2024 are also subject to a probation evaluation, ensuring a fair and comprehensive assessment for every team member regardless of their start date. These recent additions are scheduled to receive their first formal performance appraisal in the upcoming review cycle, aligning with our principle that every employee deserves a fair and objective assessment of their performance. This philosophy is central to our business approach, supporting both the career advancement and personal development of our workforce and ensuring that all team members are recognized and developed in accordance with their contributions and potential. (GRI 404-3)

Enhancements through HRIS Upgrade

The 2024 HRIS upgrade significantly enhanced our performance review system. This automated system streamlines the process, making it more efficient and accessible. It promotes transparency, visibility and fairness by:

- Centralized platform: All performance-related data is housed in one system, accessible to both employees and managers. This increases visibility into performance expectations and progress.



Two of our staff members chatting on a bright morning.

- Automated workflows: The HRIS automates key steps in the performance review process, reducing administrative burden and ensuring consistency.
- Standardized evaluation criteria: The system facilitates the use of standardized evaluation criteria, promoting fairness and reducing bias.
- Enhanced feedback mechanisms: The HRIS allows for more frequent and structured feedback between managers and employees.
- Improved data analytics: The system provides data analytics capabilities that allow us to identify trends and areas for improvement in performance management.

Contribution to Human Capital Development: Performance evaluations directly contribute to:

- Identifying skill gaps: The evaluation process highlights areas where employees need to develop their skills to meet current job requirements and future career goals.
- Informing training plans: Evaluations inform the design and delivery of targeted training programs to address identified skill gaps.
- Supporting career development: Performance reviews are a key component of career development discussions, helping employees identify career paths and development opportunities.
- Facilitating talent management: The performance data collected through the system helps identify high-potential employees and inform talent management strategies. [GRI 404-3, GRI 404-2]

Championing Diversity and Women's Empowerment

[SEOJK16-F.18]



ANJ firmly upholds the belief that gender equality and diversity are not only fundamental ethical principles but also crucial components for achieving sustainable development and fulfilling the Sustainable Development Goals, particularly Goal 5 on achieving gender equality and empowering all women and girls. We recognize the intrinsic value of diversity and equal opportunity, especially in terms of women's empowerment and understand their profound impact on the operations of the ANJ Group.

A female employee doing upkeep process.



We uphold gender equality and this is reflected in our leadership structure. Currently, 25% of director positions at ANJ Group are held by women. This representation of women in managerial and senior management roles is evidence of our commitment to building a balanced and inclusive work environment.

We strongly believe that empowering women extends beyond the corporate environment, having a ripple effect on the broader economy and societal welfare. As women gain autonomy and the ability to contribute to family income, through taking ownership of their craft, there is a notable enhancement in the overall well-being of families. This approach aligns with our vision of supporting a sustainable, inclusive and equitable future for all members of the communities we serve.

Table 35. Percentage of Employees in Each Employee Category by Age (GRI 405-1)

Employee Category	2024				2023				2022			
	18-24	25-40	41-55	Over 55	18-24	25-40	41-55	Over 55	18-24	25-40	41-55	Over 55
Director	-	-	62%	38%	-	-	58%	42%	-	-	57%	43%
General Manager (GM)	-	22%	71%	7%	-	17%	76%	7%	-	20%	73%	7%
Manager	-	49%	46%	5%	-	51%	43%	6%	-	50%	43%	7%
Staff	11%	68%	20%	1%	18%	62%	20%	1%	16%	63%	20%	1%
Workers	15%	56%	28%	1%	16%	56%	28%	1%	17%	57%	25%	1%

Our Sustainability Policy embodies a vision to nurture a workplace that is not only conducive to growth but is also characterized by harmony and inclusivity, free from divisiveness. At the heart of our commitment lies a strong emphasis on diversity and gender equality, principles we steadfastly uphold across our operations. We firmly believe that every employee, irrespective of their gender, race, or religious beliefs, should have unfettered access to opportunities that allow them to realize their full leadership potential.

To this end, we ensure equality in employment practices, compensation, bonuses and access to training opportunities. Our promotion processes are meticulously designed to be free from bias or discrimination, nurturing a culture where merit and capability are the sole determinants of advancement. We particularly encourage women to participate fully in the workplace and to pursue leadership roles with confidence, recognizing their invaluable contributions to our success.

Operating in Indonesia, a nation celebrated for its rich tapestry of cultural, ethnic and religious diversity, we are keenly aware of the importance of creating an environment where every individual feels valued and respected. Our efforts are aimed at ensuring no one within our company feels marginalized or subjected to discrimination. To date, we have not identified any groups or minorities within our organization that are particularly vulnerable to discrimination. (GRI 405-1)

In 2024, PT Austindo Nusantara Jaya Tbk. (ANJ) is pleased to report that there were no incidents of discrimination within our company. This outcome reflects our ongoing commitment to fostering an inclusive and respectful workplace environment for all employees. While we are proud of our record in 2024, we remain vigilant and committed to continuous improvement in our efforts to prevent discrimination. We will continue to review and enhance our policies and practices to ensure a safe and inclusive workplace for all. (GRI 406-1)

Table 36. Percentage of Employees in Each Employee Category by Gender (405-1)

Employee Category	2024		2023		2022	
						
Director	75%	25%	75%	25%	71%	29%
General Manager (GM)	86%	14%	86%	14%	87%	13%
Manager	89%	11%	89%	11%	88%	12%
Staff	80%	20%	80%	20%	81%	19%
Non-Staff / Workers	84%	16%	84%	16%	84%	16%

Our aspiration to fostering gender equality and empowering women within our organization is underscored by our commitment to the Women's Empowerment Principles (WEPs). In January 2021, we solidified this commitment through a CEO Declaration of Support for the WEPs, a pivotal step towards enhancing our policies and practices related to women's empowerment. The Women's Empowerment Principles offer a comprehensive framework for businesses to promote gender equality and strengthen women's empowerment across three critical areas: the workplace, the marketplace and the broader community.

By aligning with the WEPs, we not only reaffirm our dedication to creating an equitable environment but also gain access to a valuable platform for collaboration and learning. This platform allows us to network with organizations and individuals who share our commitment, exchange experiences and insights and discover successful strategies that elevate women in leadership roles. Engaging with the WEPs enables us to continuously evaluate and improve our efforts to empower women, ensuring that our practices not only support but also actively promote gender equality within our company and beyond.



Members of the gender committee providing guidance to local women on growing vegetables for daily consumption.

Gender Committee

Our company is dedicated to promoting gender equality, with a Gender Committee established in each subsidiary to focus on enhancing women's working conditions and fostering awareness around women's empowerment, protection and childcare. In 2022, we standardized committee structures across our plantation units and introduced dedicated programs and budgets to support their activities. Additionally, a central Gender Committee at our head office, consisting of Directors, GMs, Managers and employees from various departments, reinforces these efforts, ensuring a unified and effective approach to gender equality across the ANJ Group.

The Gender Committee serves as a vital communication platform within the Company, addressing gender-related issues and ensuring the inclusion of female perspectives in a predominantly male environment. It advocates for necessary facilities, like nursing rooms and spearheads initiatives on women's empowerment and childcare. With 201 members across eight committees in the Group, it plays a critical role in safeguarding against discrimination, harassment and sexual violence, particularly in our labor-intensive operations in remote areas. To support active gender committee programs that reach all operational areas, the gender committee organizational structure was updated for the 2024 period.

To combat harassment, the committee is proactive in monitoring, reporting and investigating incidents, collaborating closely with Values Champions and receiving robust support from ANJ's senior management and Values Guardians. Further, during visit to each operational site. Commissioners, the CEO and the Sustainability Director dedicate their time to meet with Value Champions, LKS Bipartite (attended by representatives from workers and the company) and the Gender Committee. These meeting facilitate direct dialogue with these groups to discuss progress, as well as any obstacles or challenges, allowing top management to offer support where needed.

Complaints of discrimination, harassment, or sexual violence can be reported through multiple channels, including the LKS Bipartite, Human Resources and the anonymous Whistle Blower System, ensuring prompt action and resolution. Our Human Resources Officers are dedicated to ensuring that all contractors adhere to legal standards and protect the rights of their employees; maintaining a safe and respectful workplace for all.

This pivotal move was complemented by the introduction of new policies aimed at advancing gender equality across the ANJ Group. These policies include comprehensive protocols for child protection, ensuring a safe and nurturing environment for all children within the purview of the Company's operations and activities. Additionally, protocols for grievances were established, providing a structured and empathetic approach to addressing concerns related to gender equality and other related issues.

Table 37. Salary Ratio of Employees in Each Employee Category by Gender (GRI 405-2)

Employee Category	Median	Mean
	Ratio (F/M)	Ratio (F/M)
Directors	0.83	0.73
General Manager and Head of Department	1.13	0.95
Assistant Manager - Manager	1.04	1.01
Staff	0.92	0.93
Non-Staff	0.73	0.71

Notes:

The ratio is calculated based on the mean and median salary.

Our remuneration policy is centered on providing equitable compensation to all employees, reflecting their competencies, roles and responsibilities, without regard to gender, race, or religion. We recognize the difficulties in demonstrating equal pay for roles that are uniquely held by a single individual (e.g., the sole position of President Director). Despite these challenges, we are dedicated to continually enhancing areas within our control. Part of our actions includes regularly monitoring the compensation ratio between male and female employees to ensure fairness. Data indicates that, on average, both men and women receive similar salaries and remuneration within our company.



A female employee is conducting a stock inventory of firefighting equipment.



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Protecting the Rights of Workers and Children



Three harvesting workers in our plantation in Southwest Papua.



We are acutely aware of the potential for forced and child labor within our operations and those of our suppliers. Recognizing the challenges in enforcing standards consistently on the ground, we acknowledge the associated risk of worker exploitation. In response, we prioritize the protection and upholding of labor rights throughout our entire operations. This commitment extends to suppliers under our direct control or operating within our concession areas, where we pledge to exercise stringent oversight and implement robust safeguards to actively safeguard the welfare of all workers involved. [GRI 408-1, GRI 409-1]

Aligned with the principles and standards of the Roundtable on Sustainable Palm Oil (RSPO) and the Indonesian Sustainable Palm Oil (ISPO) system, our Sustainability Policy firmly emphasizes the protection of human rights, labor rights and children's rights. In conducting our operations, we strictly adhere to relevant labor laws and international treaties to ensure our practices meet the highest ethical standards. Our commitment is clear: we do not tolerate child labor, any form of child exploitation, or forced labor under any circumstances, ensuring our operations are both responsible and sustainable. [GRI 408-1, GRI 409-1]

Our commitment to upholding human rights, labor rights and children protection standards extends beyond our immediate operations to include our suppliers and contractors. These external partners are required to comply with our Sustainability Policy and its Implementation Guidance, ensuring that their practices align with our company's guiding principles and ethical standards. This expectation is explicitly outlined in all contractors' Work Agreements and is a critical component of their contractual obligations and responsibilities. We conduct thorough examinations to ensure compliance, reinforcing our dedication to responsible and sustainable business practices across our entire supply chain. [GRI 408-1, GRI 409-1]

Labor Rights and Freedom of Association

ANJ is committed to full compliance with the prevailing Indonesian labor laws, as updated by the Omnibus Law on Job Creation (UU Cipta Kerja). In line with these regulations and as elaborated within our Company Regulations, we ensure the protection of workers' rights across all demographics, upholding principles of equality and non-discrimination. We support the freedom of association, allowing every employee within our operations the right to form unions and engage in collective bargaining processes.

ANJ is committed to fair labor practices, as demonstrated by the Collective Labor Agreements (CLA) in place at SMM and ANJAS. These CLAs outline the terms and conditions of employment for represented employees. Based on the Collective Labor Agreement (CLA), the terms of employment apply generally to all employees and workers in the company, regardless of level, group, or status, except for those who have specific and written individual employment contracts. Therefore, employees and workers not covered by specific collective bargaining agreements will follow the terms of employment established by the Company.

ANJ maintains Company Regulations, which are reviewed and revised biennially with input from employee representatives to ensure relevance and fairness. These regulations, combined with established Bipartite Labor Cooperation Institutions (LKS Bipartit) across all operational units, provide a channel for employees and the company to engage in collective bargaining and discuss workplace conditions. Throughout 2024, ANJ identified no risks related to freedom of association and collective bargaining rights within its operations or supply chain. [GRI 2-30, GRI 407-1]

To guarantee adherence to these standards, our operations undergo internal and external audits aligned with RSPO, ISPO and ISO certifications. Furthermore, routine inspections by local government authorities at each estate are conducted to verify compliance with workers' rights, as stipulated by the relevant regulations. Both the Company regulations and the CLA are registered with and authorized by the Manpower Agencies or the Ministry of Manpower and Transmigration, ensuring our practices are not only ethical but also legally sound. [GRI 2-30, GRI 407-1]

To ensure our employees have a thorough understanding of their rights, we conduct regular information sessions on Company regulations, including detailed discussions on workers' rights and obligations. Prior to joining ANJ, employees receive comprehensive briefings on their job roles and the working conditions at our estates, enabling them to make informed decisions about their employment with us.

Given the labor-intensive nature of our business, much of our workforce (93%) comprises laborers. In compliance with labor regulations, each of our subsidiaries maintains a bipartite joint committee, known as LKS Bipartit, designed to foster labor relations between the Company and representatives of both unionized and non-union workers. The LKS Bipartit serves as a vital platform for workers to express their opinions, concerns and aspirations directly to management, with issues being addressed in monthly meetings.

The LKS Bipartit committees go beyond mere regulatory compliance, evolving into key instruments for effective two-way communication between the Company and its employees. These committees are actively involved in implementing various programs, ranging from safety awareness and health promotion to employee engagement initiatives, contributing to a positive workplace environment.

As of 2024, there were nine LKS Bipartit committees, collectively comprising 202 administrators, members and union representatives. To promote gender inclusivity and female representation, each estate is required to have at least one female worker as a member of its LKS Bipartite. This approach emphasizes our commitment to promoting an inclusive, responsive and equitable work culture for all employees.

LKS Bipartite and Gender Committee actively promotes the well-being of employees and their families through various initiatives, with a primary focus on education about the dangers of online gambling. Recognizing the negative impact of online gambling not only on employees but also their families, ANJ conducts regular educational sessions, both through morning roll calls and outreach roadshows directly to employee housing complexes. The LKS Bipartite and Gender Committee collaborates to provide comprehensive information about the risks of online gambling. This program reaches not only operational sites but also regional offices and head office, it receives full support from the board of directors. This effort is part of ANJ's commitment to creating a healthy work environment and supporting the well-being of employees and their families.



In our continuous effort to enhance working conditions across our business operations, we initiated a comprehensive review process. This review was successfully completed at the Group level in December 2024 and is set to expand to other units. This initiative is not only one of the key components of our Environmental, Social and Governance (ESG) targets but is also necessitated by commercial considerations. Our commitment to improving workplace environments reflects our dedication to upholding the highest standards of employee welfare and operational excellence, aligning with both our sustainability objectives and business requirements.

Prevention of Forced Labor and Child Labor [SEOJK16-F.19]

We have in place stringent rules and regulations aimed at preventing child labor and safeguarding workers from exploitation and abuse. Adhering to prevailing labor laws, we enforce a workweek of no more than 40 hours, structured as either eight hours across five days or seven hours across six days. Remuneration for our staff is consistently disbursed on the 26th day of each month, while non-staff employees receive their wages in the first week of each month. Should the designated payday coincide with a holiday or weekend, payment is expedited to the preceding working day.

In alignment with our Company Regulations and/or the Collective Bargaining Agreement, certain employee categories eligible for overtime are compensated with additional work benefits for any hours worked beyond their regular schedule, as stipulated by labor laws governing overtime. This approach ensures that all our employees are fairly compensated for their contributions while promoting a healthy work-life balance and adhering to legal standards. [GRI 409-1]

The LKS Bipartite and the Gender Committee play a crucial role in upholding our commitment to human rights and the strict prohibition of child labor across all operational areas. An internal memorandum regularly circulated by these committees underscores the importance of protecting human rights and explicitly forbids child labor. On-site managers and leaders are tasked with enforcing these directives, facing severe penalties for any oversight leading to violations.

We maintain a strict minimum employment age of 18 years across all business operations. Rigorous age verification processes are in place during recruitment to ensure compliance, with our employee database meticulously documenting each employee's age and date of birth. Identity documents and educational certificates are mandatory for all new hires and recruitment officers found flouting these rules face strict disciplinary actions. To address potential violations in this matter, we have established a rehabilitation program designed for individuals who may be affected by such violations. This program acts as a precautionary measure, emphasizing the importance of mitigation and preparedness for any potential violations, ensuring that our response system is primed for immediate activation if necessary.

The internal memorandum extends to prohibiting the presence of employees' children within our estates, whether during school holidays or at any other time, to prevent any form of indirect child labor. Estate administrators, along with local gender and child safety

representatives, are vigilant in monitoring and preventing unauthorized access, ensuring any child protection issues are promptly reported to the head office.

Understanding the needs of our working parents, we provide daycare facilities in all units, equipped with caregivers and playgrounds, offering a secure environment for their children during work hours. Furthermore, we are committed to enabling access to early and primary education for our employees' children, aiming to eliminate the need to accompany their parents at the plantations. By 2027, our goal is to ensure that these educational facilities are available to children in all our operating sites, reinforcing our dedication to employee welfare and child protection. Through the strict implementation of these safeguards, we detected no cases of child or forced labor in 2024. [GRI 408-1, GRI 409-1]

ANJ recognizes the importance of supporting working mothers and promoting a family-friendly workplace. Currently, we offer eight dedicated breastfeeding facilities at our operational offices and Jakarta head office. Our goal is to ensure that all employees have access to these facilities and we are working towards expanding them to every office location by 2025.

ANJ is also committed to ethical supply chain practices, ensuring that legal and social protections for workers within our supply chain. ANJ has proactively established a comprehensive compliance framework within its supply chain, ensuring that all employment practices are aligned with both national labor laws and international labor standards. ANJ is committed to providing full social and labor protection for all individuals working within its supply chain, rectifying any instances where such protections might be lacking. The Company has implemented rigorous monitoring processes to ensure that working conditions meet or exceed the required legal and ethical benchmarks. ANJ has also taken significant steps to address and eliminate any form of disguised employment relationships, guaranteeing that all workers are appropriately recognized and not falsely categorized as self-employed, thereby ensuring that there are no gaps in legal employment recognition. Additionally, ANJ mandates that all work within its supply chain is governed by legally recognized contracts, offering clarity and security for every worker engaged. Through these measures, ANJ demonstrates its unwavering commitment to upholding the highest standards of labor practices, reinforcing its position as a responsible and ethical leader in the industry. [GRI 13.20.1]

Employee Support Programs

As part of a comprehensive employee wellness program, ANJ actively promotes healthy lifestyles and disease management, particularly diabetes. This initiative includes several key activities:

- **Health Roadshow Socialization:** The team of doctors and paramedics from the ANJ clinic regularly conducts monthly health roadshow socialization. These activities include education on various health topics, such as hypertension, clean and healthy living behavior (PHBS) and low-sugar diets. The goal is to provide accurate and relevant information to all employees and encourage them to adopt a healthy lifestyle.
- **Diabetes Monitoring:** Employees diagnosed with diabetes (DM) receive regular health monitoring to ensure their condition is well controlled. This monitoring includes routine checkups, consultations with doctors and educational support for diabetes management.
- **Sugar Content Tagging on Food Products:** We have identified 400 types of food available in cooperatives and canteens. Each food product is tagged based on its sugar content:
 - **High:** Products with high sugar content will be labeled and not recommended for consumption by employees with diabetes.
 - **Medium:** Products with medium sugar content can be consumed occasionally.
 - **Low:** Products with low sugar content are safe for consumption.
- **Restriction on the Sale of High-Sugar Foods:** We restrict the sale of food and drinks with high sugar content in school canteens and cooperatives. This policy aims to create a healthier environment for employees and their families. (GRI 403-6)

In addition to health education and monitoring programs, ANJ also provides complete sports facilities to support employee fitness, including 16 soccer fields, 3 futsal fields, 29 volleyball courts, 30 badminton courts, 3 tennis courts, 8 table tennis tables, 4 billiard tables, 1 jogging track, 3 basketball courts and 4 takraw courts. These facilities provide a variety of options for employees to be physically active and maintain their fitness. We hope that these facilities can encourage employees to be more physically active, thereby improving their health, fitness and ultimately, their productivity and well-being.

Employee Engagement Survey

At the end of 2024, ANJ conducted an employee engagement survey as part of ongoing efforts to understand and improve the employee experience in the workplace. The survey covered various aspects, including job satisfaction, communication, relationships with colleagues and superiors and career development. The survey results showed a positive level of engagement, with 76% for staff level and 81% for non-staff level. This figure indicates that the majority of ANJ employees feel engaged and motivated in their work. ANJ will use the survey results as a basis for developing further improvement programs, with the aim of continuously increasing employee engagement and creating a positive and productive work environment.

Morning assembly is often used as a means of communication to convey messages and socialize company policies to employees.



Clean Water Access

ANJ is committed to ensuring decent working conditions for all employees, including access to clean water, health services and other essential needs. We understand that a healthy and safe working environment is the foundation for employee productivity and well-being. We provide clean water and ready-to-drink through a Reverse Osmosis (RO) system available at 8 points in operational units (ANJA, ANJAS, SMM, GSB, KAL, PPM, PMP, and ANJAP). The quality of drinking water and water from reservoir sources is routinely clinically tested and maintained, including replacing water filters, to ensure its quality meets health and safety standards.



The queue of workers filling up clean water supplies for daily needs.



Health Services

ANJ has a fully accredited primary care clinic in ANJA, ANJAS, SMM, KAL, and PPM. These clinics provide a variety of health services, including general examinations, diagnosis and treatment. For locations that are not accessible by primary clinics, ANJ provides health services through satellite clinics. Satellite clinics provide basic health services, such as first aid and treatment of common illnesses.

ANJ provides health services not only for employees, but also for the surrounding community. We understand that not all members of the community have access to health insurance. Therefore, ANJ facilitates access to affordable health services for the underprivileged through a referral letter from Community Involvement and Development (CID). This referral letter can be used for fee waivers at ANJ clinics.

Communication Network Improvement

ANJ recognizes the importance of adequate communication infrastructure to improve working conditions of employees. In the operational units of ANJA, ANJAS, GSB, SMM, KAL and GMIT, where cellular networks are available, we continue to strive to expand signal coverage to all divisions. We also provide Wi-Fi facilities in areas not yet reached by cellular signals. In addition, investments have been made in PPM, PMP and ANJAP through the construction of three new telecommunication towers, which will significantly improve cellular signal quality.



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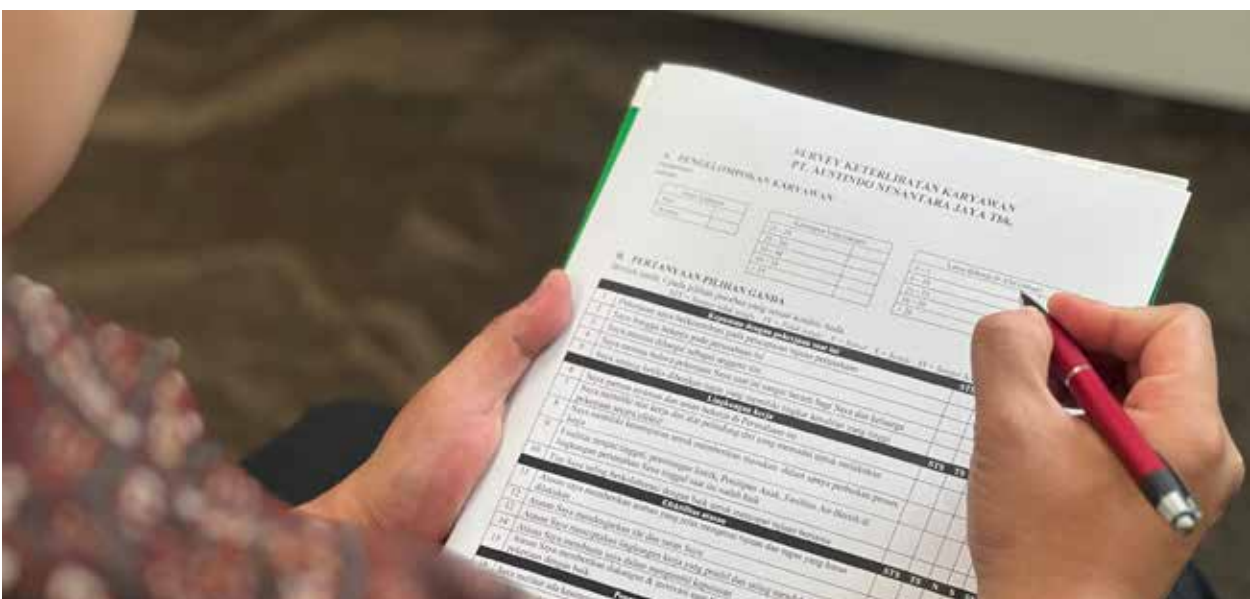
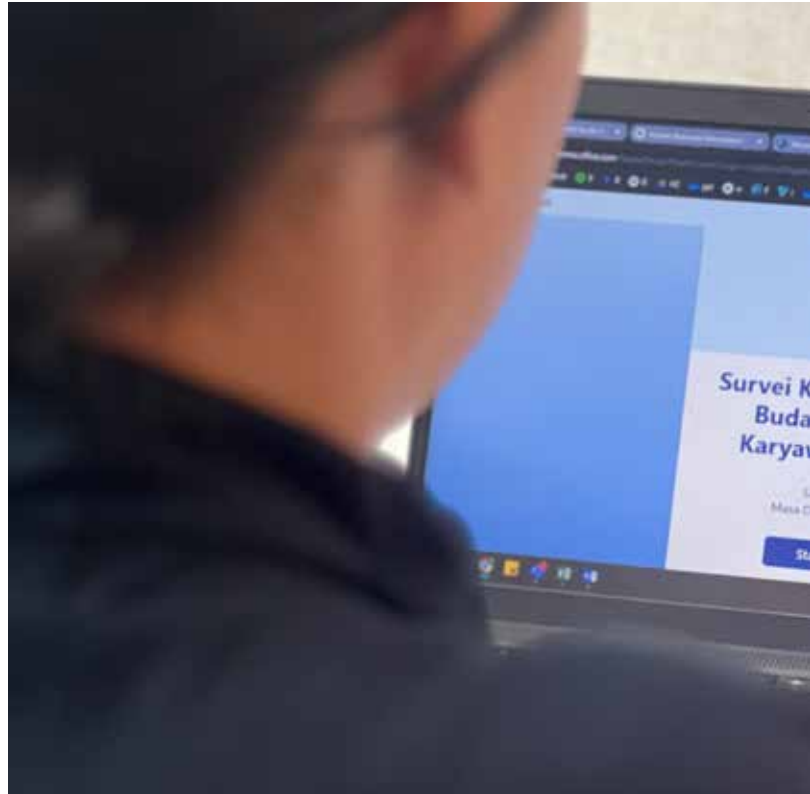


FEATURE STORY

Championing Growth for Workplace Transformation

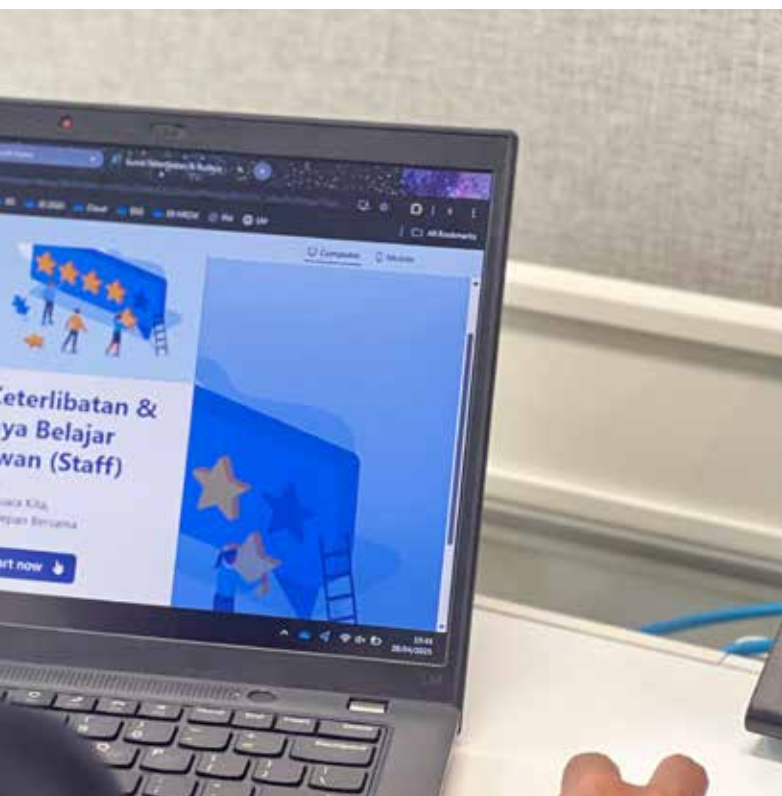


In a strategic move that redefined workplace communication, ANJ launched its Engagement and Learning Culture Survey in November 2024 across Indonesia, transforming how ANJ employees across Indonesia contribute to the company's future.



Manual survey completion for those without internet access.

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Survey completion using electronic forms.

The Human Resources and Change Management (HRCM) Department designed this survey as a means for all employees - from headquarters to regional offices and subsidiaries - to provide input on workplace development.

"This survey connects the company's vision with employees' daily experiences," explained Whisnu Triatmoko, Group Head of HRCM during the launch. "We want to understand our employees' challenges and aspirations to support company growth."

The five-day survey was open to both staff and non-staff members. Its purpose was not only to measure employee engagement but also to evaluate the effectiveness of the learning culture that drives innovation at ANJ.

The survey was designed to be anonymous to encourage honest feedback. "The anonymous format made us more comfortable sharing our experiences and suggestions openly," said one employee. "We felt the company was serious about hearing our opinions."

The participation rate exceeded expectations, with 97% of employees completing the survey. This high response rate provided comprehensive insights into workplace dynamics across different departments and locations. The data collected represents views from employees at various organizational levels, ensuring a complete picture of workplace experiences.

The survey implementation included several features to ensure accessibility. The digital platform was optimized for both desktop and mobile devices, allowing employees to participate regardless of their location or work schedule.

The survey provided valuable results beyond data collection. It helped the company identify which training programs were working well and where employees needed additional skills.

Each response will be used to plan improvements in ANJ's policies and practices. The HRCM department will analyze the feedback and develop action plans based on the survey findings.

Looking ahead, ANJ plans to conduct similar surveys annually to track progress and identify emerging needs. The company has also established quarterly review points to assess the implementation of initiatives developed from survey feedback.

To ensure long-term impact, ANJ has integrated survey findings into its strategic planning process for 2025. This integration ensures that employee feedback directly influences company direction and resource allocation, demonstrating ANJ's commitment to organizational development.

Achieving Comprehensive Protection for Workers' Health and Safety (SE0JK16-F.21)



The company prioritizes safeguarding the well-being of everyone working under our banner, including our employees and contractors.

A doctor is examining a patient in our clinic's inpatient facility.



The safety of our operations directly impacts both our people and our business success. When workplace accidents occur, they cause personal harm to our employees and can damage our company's reputation and financial stability through uninsured losses. Safety incidents that affect local communities can also spark unrest, threatening our security and operations. That's why we take a comprehensive approach to preventing accidents and protecting everyone involved in our work.

Our primary mission is to create a workplace free from accidents and illness across every location and subsidiary we operate. By fostering a culture that prioritizes safety and health, we protect both our employees' well-being and our company's stability. This commitment guides every decision we make, as we recognize that a safe workplace is essential for our people to thrive and our business to succeed.

We have implemented Occupational Health and Safety (OHS) Management System that meets all government requirements for large enterprises. Our comprehensive approach includes detailed policies, planning, and Standard Operating Procedures (SOPs) to identify and manage workplace risks. Our OHS management system applies without exception, covering all activities carried out by our 9,666 employees and 3,253 contractors. This system covers not only our direct employees but also all contractors and contract workers operating under our jurisdiction. [\(GRI 403-8\)](#)

Our commitment to safety extends to everyone who interacts with our business. The OHS management system protects not just our employees, but also contractors, visitors, and workers operating outside our facilities. This includes safeguarding people during work-related travel and transportation and ensuring comprehensive safety coverage regardless of location or role. We take responsibility for protecting everyone under our care, whether they're at our facilities or conducting business on our behalf elsewhere. [\(GRI 403-1, GRI 403-8\)](#).

We implement a comprehensive Occupational Health and Safety (OHS) system that combines internal regulations, SOPs, and work instructions to effectively manage safety risks. Our approach integrates international best practices from ILO, ISO 45001 for OHS management, and ISO 31000 for risk management, while also fully complying with Indonesian government requirements. Through regular audits against international standards and Indonesia's SMK3 system, we ensure our safety practices exceed required standards, reflecting our commitment to protecting all employees including contractors and visitors in our workplace. [\(GRI 403-1\)](#)

Occupational Health and Safety (OHS) is a top priority across our organization. To ensure optimal implementation, our palm oil and sago production units have completed both internal and external OHS audits. Additionally, our edamame unit, GMIT, operates in compliance with ISO 22000 standards for food safety, which also cover health and safety aspects. GMIT undergoes annual external assessments to ensure compliance, reaffirming our commitment to safety, quality, and sustainability throughout our operational processes.

We have fully implemented the Occupational Health and Safety Management System (SMK3) across all our business units. This implementation follows Government Regulation Number 50 of 2012 on OHS Management Systems and international standards set by ISO 45001. To ensure the sustainability of our SMK3 practices, we have developed an SMK3 Manual that serves as an internal guideline for all business units. Internal audits are conducted regularly based on this Manual to evaluate our SMK3 practices.

To measure the effectiveness of SMK3 implementation, we participate in mandatory external SMK3 certification audits for our business units, including ANJA, ANJAS, SMM, KAL, GMIT, and PMP. These comprehensive audits reflect our commitment to employee protection, with 90% of our workforce covered under this OHS Management System. Additionally, we voluntarily pursue ISO 45001 certification in selected business units, namely ANJA, ANJAS, SMM, and KAL. [\(GRI 403-8\)](#)



An EHS staff checking the suitability of a worker's personal protective equipment before working at heights.



We supervise and provide guidance to all partners and contractors working within our operational environment. We proactively encourage the implementation of health and safety practices among them. We take a contractual approach in our efforts to ensure compliance with applicable occupational health and safety (OHS) regulations for our partners and contractors. This includes implementing Environmental, Health, and Safety (EHS) strategies, appointing EHS officers, signing Letters of Commitment (LOC), and participating in regular safety meetings. We also record and evaluate safety statistics from our suppliers to continuously assess their performance. Additionally, vendors and suppliers of hazardous goods, chemicals, or products with potential health and safety impacts are contractually required to comply with all relevant OHS regulations, standards, and certifications. This approach reflects our commitment to maintaining high health and safety standards, not only within our internal operations but also throughout our supply chain. [\[GRI 403-7\]](#)

We actively engage employees in the development, implementation, and evaluation of our Occupational Health and Safety (OHS) management system. This participation fosters dynamic discussions to raise awareness, assess OHS performance, review audit findings, and reflect on lessons learned from work experiences. Employee involvement is systematically organized through Standard Operating Procedures (SOPs), including specific SOPs for consultation, participation, and internal and external communication. This approach is designed to ensure inclusive, collaborative, and comprehensive OHS management, which not only enhances compliance but also strengthens a safety culture throughout the organization. [\[GRI 403-4\]](#)

We empower our workers and contractors to prioritize their safety by giving them the right to refuse unsafe work without fear of consequences, in line with ISO 45001 standards and current laws. Our Environmental, Health and Safety (EHS) Department thoroughly investigates all safety concerns, whether reported directly or anonymously, and takes immediate action to address risks. With the anonymity in reporting hazardous situations or conditions, we ensure that employees do not face threats or intimidation for reporting work-related hazards and leaving work they believe could cause workplace accidents. Their initiative in doing so will not affect their job or employment status. This commitment is formalized in our incident management procedures, ensuring everyone knows how to report safety issues and feels secure in doing so. Through these measures, we maintain a workplace where safety concerns are heard, investigated, and resolved promptly. [\[GRI 403-2, GRI 403-4\]](#)

Fostering a Resilient Safety Culture

We believe that workplace safety starts with each individual and grows stronger through collective commitment. Our diverse workforce, spread across different locations and cultural backgrounds, shares a common goal: keeping everyone safe. By focusing on education and open dialogue about workplace hazards and risk management, we empower our employees to take personal responsibility for safety. This approach creates a culture where looking out for each other's well-being becomes second nature.

To enhance understanding and awareness, we implement various educational tools and methods, including pamphlets, safety signs, presentations, workshops, and targeted training sessions. We regularly organize safety campaigns, information roadshows, and themed discussions on health and safety, using media such as banners and booklets to amplify safety messages. Occupational health and safety training is an integral part of our system. General training is mandatory for all employees, starting from the orientation period and continuing throughout their careers. This training covers a wide range of topics, including mechanics, electrical safety, chemical handling, construction, first aid, and emergency procedures. We also provide specialized training tailored to specific risks associated with certain job roles. [\[GRI 403-5\]](#)

These efforts are reinforced by certification training organized by the Environmental, Health, and Safety (EHS) Department. Training is conducted by both internal and accredited external trainers, ensuring quality and compliance with applicable regulations. Each of our subsidiaries has an Occupational Health and Safety Committee (P2K3) registered with the local government's Department of Manpower, as required by government regulations. The P2K3 consists of representatives from both management and employees, playing a crucial role in providing health and safety recommendations, evaluating performance data, and conveying employee feedback. Supervised by the EHS Department and led by senior management, the P2K3 holds monthly meetings to ensure continuous oversight and improvement of our health and safety initiatives. Through this comprehensive approach, we continuously strive to create a safe and healthy work environment for all employees. [\[GRI 403-2, GRI 403-3, GRI 403-4\]](#)



Two firefighters climbing a fire tower ladder using personal protective equipment in accordance with SOP.

Safeguarding Against Workplace Hazards

We employ two key methods to identify hazard and risk from the production activity which consist of HIRARC (Hazard Identification Risk Assessment and Risk Control) for routine activities and JSA (Job Safety Analysis) for non-routine tasks. Our qualified EHS (Environmental, Health and Safety) team leads these assessments, which are conducted yearly, after any incidents, or when new high-risk activities are identified. Field supervisors trained in these techniques carry out detailed evaluations, and management reviews the findings to ensure all staff understand and implement necessary safety measures. [\[GRI 403-2, GRI 403-3\]](#)

When high-risk hazards are identified through HIRARC assessments that could impact operational and OHS performance, we establish Objectives, Targets, and Programs (OTP) based on the risk evaluation. These OTPs are regularly monitored through Management Review Meetings (RTM) to ensure that work-related risks are effectively managed. [\[GRI 403-7\]](#)

As part of our efforts to eliminate hazards and minimize risks, we have implemented a hierarchy of risk controls. This approach involves eliminating hazards where possible, followed by engineering controls, administrative measures, and the use of personal protective equipment (PPE) to effectively mitigate risks. [\[GRI 403-2\]](#)

In the event of an incident or accident, unit leaders are required to report it within 24 hours. The severity of the incident determines the formation of an Investigation Team, comprising management members, relevant experts, EHS officers, and, if necessary, external parties. This team is responsible for investigating the cause of the incident, evaluating findings, and formulating recommendations for preventive and corrective actions. Once the investigation is completed, the results are discussed in a special meeting to ensure effective implementation of corrective measures. [\[GRI 403-3, GRI 403-9\]](#)

Table 38. High-Risk Work Hazards and Controls [\[GRI 403-9, GRI 403-10\]](#)

Hazardous Activities at ANJ Estates	Type of Hazard	Location	Elimination, Substitution and Engineering Controls	Administrative Controls	Personal Protective Equipment (PPE)
Harvesting of FFB	Injury, crushed by FFB	Estate	1. Modification of 'Egrek' or 'Dodos' 2. Safer harvesting position	Awareness-raising and training	Boots, safety goggles and safety helmets
Mixing of chemicals (pesticides/herbicides)	Inhalation, splashing, ingestion of chemicals	Estate	1. Use of manual pump/agitator 2. Use of low-risk chemical 3. Mixing carried out outdoors	Awareness-raising and training	Boots, safety goggles, respirators, rubber aprons
Harvesting near power lines	Electric shock	Estate	1. Remove oil palm trees growing near the power line (radius of minimum 10 meters or based on-site assessment). 2. Use of double insulator material on the Egrek grip. 3. Egrek knife sheath made of insulator material	1. Awareness-raising, training and supervision during work 2. Working permit 3. Putting danger signs on trees	Boots, safety helmets and cotton gloves
Welding and cutting	Electric shock, burning	Central Workshop & Transportation	1. Installation of 'local exhaust' 2. Adding insulator cover material on the welding transformer 3. Modify the connection of power from/to the welding panel/transformer	1. Welding and cutting permit 2. Awareness-raising, training and supervision during work	Safety shoes, welding goggles, leather gloves, and fire blankets

Hazardous Activities at ANJ Estates	Type of Hazard	Location	Elimination, Substitution and Engineering Controls	Administrative Controls	Personal Protective Equipment (PPE)
Working at heights	Falling or crush injury	Mill	Installation of platform/ ladder/ scaffolding	1. Working at heights permit 2. Awareness-raising, training and supervision during work	Safety shoes, safety helmets, and full-body harness
Working in restricted spaces	Lack of oxygen, poisoning, cold, overheating	Mill	1. Installation of ventilator/ blower 2. Installation of manhole/ emergency exit 3. Installation of alarm	1. Entry permit and gas check 2. Warning signs	Safety shoes, safety goggles, special clothes, and respirators
Working in a power plant (generator, boiler)	High noise, electrocution	Mill	Installation of piping insulation and glass wool	1. Awareness-raising, work authority 2. Warning signs	Safety shoes, ear plugs, helmet
Traveling (by car, helicopter, airplane, boat)	Collision, falling, drowning	All operations	Inspection and maintenance	Safety briefings, quality controls, safety training, a special driving license (KIMPER) for drivers	Safe vehicles, seat belts, hearing protection, safety vest
Working in areas with heavy equipment/ vehicles	Collision, crushing, squeezed	All operations	1. Heavy equipment and vehicles use alarm buzzers when operating 2. Presence of helpers operators/ traffic managers	1. Tool Box meeting before work 2. Warning signs/ safety lines 3. Special permits for operators (SIO/ KIMPER) 4. Employee induction	Helmets
Working in areas with extreme temperature	Hypothermia, frostbite	GMIT	1. Cold storage equipped with emergency Alarm 2. Transitional spots to slowly neutralize the temperature	1. Employee induction 2. Working time – limited to 15 mins at a time	Thermal Insulated Coveralls

Our Research and Development Department plays a crucial role in promoting sustainable agricultural practices, with a primary focus on utilizing beneficial microbes and biological controls as eco-friendly alternatives. This approach is designed to significantly reduce reliance on pesticides and herbicides while addressing potential risks associated with chemical mixtures. By integrating these biology-based strategies, we not only enhance employee health and safety and protect the ecosystems surrounding our plantations but also contribute to reducing the environmental impact of chemical usage. These efforts reflect our commitment to combining innovation with environmental responsibility across all aspects of our operations.

The Environmental Health and Safety (EHS) Department of our company maintains a comprehensive safety management system that integrates expertise from the headquarters and individual business units. EHS officers are strategically positioned across our operations to ensure strict safety protocols and proactive risk management. These professionals conduct occupational health and safety training, perform regular inspections, and develop targeted mitigation strategies that are systematically integrated into our operational procedures. By maintaining a dedicated network of safety experts, we prioritize the protection of our workforce through continuous education, risk assessment, and strategic intervention approaches that create a culture of safety and awareness throughout the organization.

As part of this initiative, we have implemented various occupational health and safety (OHS) training programs conducted both internally and externally. These include Hazard Identification and Risk Assessment (HIRA) training to identify and assess workplace hazards, training on the use of personal protective equipment (PPE), handling of hazardous and toxic materials, emergency response procedures, and fire prevention and control training. We also facilitate certified external training for employees exposed to high-risk work environments, such as specialized training for high-risk jobs, including welders, operators of power-driven equipment, lifting and transport machinery, and more. These training programs are designed to foster a strong safety culture and ensure the protection of our entire workforce as they carry out their daily activities. [\[GRI 403-5\]](#)

Our commitment to compliance with health and safety regulations is reflected in our detailed performance statistics recording system, following the guidelines of the Ministry of Manpower and Transmigration. Every

work incident is systematically recorded and classified, including Lost Time Injury (LTI), Occupational Disease (OD), Fatality (FAT), and First Aid and Medical Treatment Case (MTC). The accident rate is calculated based on 1,000,000 work hours, with total work hours this year reaching 34,051,070 hours for employees, while our contractors recorded 9,476,332 work hours. [\[GRI 403-9\]](#)

Although our safety data comprehensively covers all employees and contractors at plantations and offices, accurately collecting contractor safety data remains a challenge. In 2024, we gradually began recording contractor safety data at our work sites, including the number of contractor workplace accidents. No fatal incidents involving contractors occurred at our work sites this year. Additionally, our report indicates that no occupational disease cases were recorded during this reporting period. We continuously strive to improve our recording system and promote further transparency to enhance the safety culture across the organization. [\[GRI 403-9, GRI 403-10\]](#)

Number of Fatalities, Injuries and Medical Treatment in 2024 [\[GRI 403-9\]](#)



Table 39. Work-related Injuries, per million hours worked - Employee Statistics [\[GRI 403-9\]](#)

	2024	2023	2022
TOTAL FATALITY RATE	0.03	1.33	1.30
WEST REGION	0	0.69	1.01
EAST REGION	0.15	0.69	1.01
TOTAL RECORDABLE INJURY RATE	1.82	1.33	1.30
WEST REGION	0.86	0.69	1.01
 Male	0.77	0.69	0.85
 Female	0.09	0	0.16

	2024	2023	2022
EAST REGION	5.10	2.34	2.26
 Male	4.95	2.34	2.26
 Female	0	0	0
LTI FREQUENCY RATE	0.36	0.43	0.53
WEST REGION	0.26	0.44	0.53
 Male	0.21	0.44	0.48
 Female	0.04	0	0.05
EAST REGION	0.73	0.41	0.52
 Male	0.73	0.41	0.52
 Female	0	0	0
LTI SEVERITY RATE	199.64	2.79	4.73
WEST REGION	0.77	1.97	5.59
 Male	0.77	1.97	5.43
 Female	0	0	0.16
EAST REGION	875.74	4.09	1.92
 Male	875.74	4.09	1.92
 Female	0	0	0

Notes:

1. Total Recordable Injury refers to recordable injuries and diseases, excluding fatalities.
2. Lost Time Injury Frequency refers to the total number of lost time accident cases.
3. Lost Time Injury Severity refers to the total number of lost days.
4. Rates are calculated per one million hours worked.

Table 40. Work-related Injuries, per million hours worked - Contractor Statistics (GRI 403-9)

	2024		2024
TOTAL RECORDABLE INJURY RATE	0.42	LTI SEVERITY RATE	1.27
WEST REGION	0.25	WEST REGION	0.76
 Male	0.25	 Male	0.76
 Female	0.00	 Female	0
EAST REGION	1.23	EAST REGION	3.68
 Male	1.23	 Male	3.68
 Female	0.00	 Female	0
LTI FREQUENCY RATE	0.42	Notes: 1. Total Recordable Injury refers to recordable injuries and diseases, excluding fatalities. 2. Lost Time Injury Frequency refers to the total number of lost time accident cases. 3. Lost Time Injury Severity refers to the total number of lost days. 4. Rates are calculated per one million hours worked.	
WEST REGION	0.25		
 Male	0.25		
 Female	-		
EAST REGION	1.23		
 Male	1.23		
 Female	0		



PEOPLE



Employee Recorded Injuries and Incidents (GRI 403-9, GRI 403-10)

TOTAL INJURIES		2024	54	2023	59	2022	32
	MEDICAL TREATMENT CASE		LOST TIME INJURY (LTI)		FATALITY		OCCUPATIONAL DISEASES
2024	43	11	1	0			
2023	40	19	0	0			
2022	19	13	2	0			

TOTAL INCIDENTS		2024	4	2023	5	2022	7
	ENVIRONMENTAL POLLUTION		PROPERTY DAMAGE		TRAFFIC INCIDENT		FIRE INCIDENT
2024	1	3	0	0			
2023	0	5	0	0			
2022	2	5	0	0			

Note: The environmental incident does not cause pollution. The property damage cases that occurred were not major cases, no disabling injuries, the impact was well below USD 1 million, and no complaints were reported.

Contractors Recorded Injuries and Incidents (GRI 403-9, GRI 403-10)

TOTAL INJURIES		2024	4	2023	19		
	MEDICAL TREATMENT CASE		LOST TIME INJURY (LTI)		FATALITY		OCCUPATIONAL DISEASES
2024	2	2	0	0			
2023	6	13	2	0			

TOTAL INCIDENTS		2024	1	2023	1		
	ENVIRONMENTAL POLLUTION		PROPERTY DAMAGE		TRAFFIC INCIDENT		FIRE INCIDENT
2024	0	1	0	0			
2023	0	1	0	0			

Note: The property damage cases that occurred were not major cases, did not cause pollution, there were no fatalities, no disabling injuries, the impact was well below USD 1 million, and no complaints were reported.

Our Healthcare Resources and Facilities

Our approach to employee health goes beyond traditional occupational safety frameworks by embedding comprehensive medical care as our priority. Our robust healthcare infrastructure strategically addresses the unique challenges of operating in remote areas with limited medical access. By establishing a network of 7 primary clinics and 5 supporting clinics, we provide an extensive range of medical services managed by a dedicated professional team of 5 doctors, 8 nurses, and 17 midwives. These facilities offer holistic healthcare solutions, from emergency and occupational health services to general medical care, maternal and child health programs, and advanced laboratory testing. More than just a corporate responsibility, our healthcare initiative represents a deep commitment to the well-being of our employees, their families, and the broader local communities where we operate. By delivering accessible, high-quality medical services in underserved areas, we demonstrate our dedication to creating sustainable social impact that goes far beyond occupational safety and health requirements. (GRI 403-6)

Our health officers not only provide medical services but also serve as the front line in detecting and addressing workplace hazards that could threaten the health of our employees. They actively carry out key initiatives, such as first aid training, procuring medications and first aid kits, and conducting routine inspections of the canteen to ensure a safe and hygienic work environment. (GRI 403-6)

We prioritize employee health and financial security through a robust, multi-tiered health insurance strategy. By combining mandatory government health insurance (BPJS Kesehatan) with comprehensive private health coverage, we provide an integrated protection system for permanent employees that minimizes medical expenses and ensures broad healthcare accessibility. This strategic approach not only fulfills our legal obligations but also demonstrates our commitment to supporting the workforce and their families by eliminating financial barriers to essential medical treatments.

As part of our commitment to employee health, we provide routine health examinations designed to support the well-being of our workforce. Examinations are conducted annually for employees over the age of 40 and every two years for those under 40. Additionally, employees in positions with specific health risks undergo supplementary medical examinations to detect any potential risks associated with their duties. The

results of these examinations, accompanied by medical recommendations, are used to adjust work assignments and activities to ensure the ongoing health and safety of our employees. We also offer benefits in the form of nutritious meals and beverages, particularly to those in physically demanding roles. All these measures are implemented with the utmost care to maintain the confidentiality of employees' medical records. This initiative reflects our commitment to building a healthy, safe, and sustainable work environment. (GRI 403-3, GRI 403-6)



A male nurse is drawing blood from a patient visiting our clinic.

Engaging and Empowering Local Communities

[SEOJK16-B.3, SEOJK16 -F.23]



A CID staff is chatting with the Sahabat Lais women who are making handcrafted bags from Lais leaves.

We recognize that our activities have a significant impact on socio-economic dynamics of these areas, which often face challenges such as economic inequality, inadequate public services, and infrastructure constraints. In response, we have implemented a comprehensive strategy to minimize potential adverse effects while maximizing positive societal impact. [GRI 413-2]

Our organization remains committed to community involvement, placing a high priority on protecting stakeholder rights and fostering meaningful relationships with local communities. In accordance with RSPO standards, we have implemented strategies to mitigate potential negative impacts and enhance positive

contributions through targeted community empowerment and development programs. Our dedication extends to protecting the rights of local communities, recognizing the risks that our agribusiness operations might pose, including issues related to land acquisition, conflict, labor inequalities, exploitation, forced and child labor and violence. Our Sustainability Policy is rooted in the Universal Declaration of Human Rights, ensuring the protection of all stakeholders affected by our activities. By maintaining open and accessible grievance mechanisms across our estates, we ensure that communities can voice their grievances and concerns directly, facilitating a transparent and responsive dialogue. [GRI 13.12.2]

Assessing Our Impacts on Local Communities (SE0JK16 -F.25)

In line with our approach to managing the impacts of our operations on local communities, we conducted Social Impact Assessments (SIA) at each of our sites. These assessments serve as fundamental tools for identifying and evaluating both actual and potential impacts on surrounding communities, with particular attention to socio-demographic and cultural factors that could influence community dynamics. According to RSPO standards, we conduct these assessments at the beginning of our operations at each estate and then conduct biannual reassessments review to ensure continued relevance and effectiveness of our impact management strategies. (GRI 13.12.2)



A woman is weaving Lais leaves to create handicrafts.

To our social engagement strategy, we employ Social Mapping exercises that provide detailed insights into the unique characteristics, concerns, and needs of each community where we operate. These mapping initiatives, conducted every four years with annual reviews, generate tailored program recommendations specifically designed to address and mitigate potential negative impacts within each community's distinct social context. To maintain the highest standards of objectivity and integrity, our SIA and Social Mapping studies conducted by independent external parties, ensuring objective and unbiased evaluation of our social performance. We ensure inclusive stakeholder participation in the SIA and Social Mapping process, engaging government, community leaders, traditional authorities, women's representatives, and other stakeholders who may experience both positive and negative impacts from our operations. (GRI 13.12.2)

Prior to commencing operations at any site, we conduct a thorough Environmental Impact Study (Analisis Mengenai Dampak Lingkungan, AMDAL) in align with Indonesian regulations. This assessment encompasses environmental impact monitoring and management plans (Rencana Pengelolaan Lingkungan dan Rencana Pemantauan Lingkungan, RKL/RPL), incorporating robust public engagement processes to ensure our operations' alignment with sustainability principles. (GRI 13.12.2)

To enhance our understanding of community perspectives and validate our impact assessments, we implement a multi-faceted stakeholder engagement approach through Forum Group Discussions (FGD) and informal conversations. These FGDs, typically comprising twenty-five participants representing diverse stakeholder groups, conducted annually in our West Region, while the East Region benefits from a more personalized, informal engagement strategy that better aligns with local customs. To ensure comprehensive data collection and validation, we supplemented these discussions with targeted surveys administered to a minimum of thirty respondents in each estate. (GRI 13.12.2)

This integrated approach to impact assessment and stakeholder engagement enables us to make well-informed decisions that effectively balance operational requirements with community needs, while promoting positive social outcomes and minimizing potential adverse effects of our operations. (GRI 13.12.2)

Based on the above, we have identified actual and potential negative impacts of our operations, as described in table below.

Table 41. Significant actual and potential negative impacts on local communities (GRI 413-2)

Actual/Potential Negative Impacts	Location	Description
Conflict and unrest related to plasma and partnership smallholders' programs	ANJAS, KAL, PPM, PMP, SMM, GSB	Potential social conflict, unrest, and/or jealousy within the community as well as between the community and the Company due to the plasma program
Conflict over land ownership and ownership boundaries	PPM, PMP, ANJAP,	Social conflicts in the community due to unclear land ownership boundaries during land acquisition and compensation
Conflicts and complaints about operational impacts	SMM, KAL, ANJA,	Complaints that Company activities have caused environmental or social issues
Expectations and dependence on Company programs and donations	ANJA, ANJAS, KAL, SMM, PPM, PMP, ANJAP, GSB	High expectations to receive jobs, community development programs, and/or donations from the Company, potentially causing conflicts when they are not provided
Infrastructure damage	ANJAS, ANJA, KAL	Damaged roads used by employees to and from estates, as well as by the local community
Uncontrolled land and vegetation fires	ANJA, ANJAS, SMM, KAL, PPM, PMP, ANJAP	Wildfires causing economic and public health impacts on local communities, as well as ecosystem damage



Respecting the Rights of Local Communities

ANJ operates within Indonesia, a nation recognized for its exceptional cultural diversity. Indonesia's rich cultural tapestry derives from its numerous ethnic groups and customary practices, each representing distinctive characteristics of the country's various regions. Given this context, ANJ potentially conducts operations in areas that may be recognized by the state as customary territories.

Indonesia encompasses numerous ethnic groups, customs, and cultural traditions. However, only customary practices meeting specific criteria receive official recognition. The Alliance of Indigenous Peoples of the Archipelago (AMAN) has established the Registration Body for Customary Territories (BRWA), which is responsible for verifying indigenous communities seeking recognition. The verification process evaluates several key characteristics, including the presence of customary institutions, defined customary territories, customary legal frameworks, and the demographic composition of the indigenous community. (GRI 13.14.1)

Regular meetings between employees and the communities are often conducted informally to foster a more relaxed and familial atmosphere.

Based on data compiled by the BRWA, we have conducted a comprehensive inventory of indigenous communities located in proximity to our concession areas. This inventory assessment confirms that there are no registered and verified indigenous communities present within the vicinity of our operational concessions. [\(GRI 411-1, GRI 13.14.3, GRI 13.14.4\)](#)

This assessment provides a foundation for our ongoing community engagement strategies and reinforces our commitment to respecting cultural heritage and customary rights across our operational footprint. We maintain vigilance regarding potential changes to indigenous community registrations and continue to monitor developments in this important aspect of our social responsibility framework. [\(GRI 13.14.1\)](#)

Understanding the critical importance of land rights to local communities' livelihoods, we approach land acquisition for plantation development with utmost care to avoid conflicts over land boundaries and usage rights. To ensure fairness and transparency in acquiring new land, we have adopted Free Prior Informed Consent (FPIC)-based protocols. This process involves engagement with local communities and their leaders, and local government authorities, ensuring

all parties are fully informed and in agreement before any development begins. Our engagement strategy not only helps to establish positive relationships with communities around our operations but also in assessing how our developments can positively impact local well-being. Importantly, any individual or community holding existing land use rights has the option to decline transferring these rights to ANJ, regardless of the compensation offered. FPIC from affected communities is a mandatory prerequisite for our land acquisition and development efforts to move forward. This commitment to responsible land management and community engagement has yielded positive results in 2024, with no reported infringements on the rights of local, tribal, or traditional communities.

During this period, we resolved 79 community complaints, including 49 from the East Region and 5 environmental issues. Our ability to effectively manage and resolve these concerns demonstrates our dedication to maintaining constructive relationships with local communities while ensuring their rights and interests are protected. This approach not only helps prevent land-related conflicts but also enables us to assess and enhance the positive impacts of our developments on community well-being. [\(SE0JK16 -F.16, SE0JK16 -F.24\)](#)



Female workers from villages around our plantation.

Communication and Engagement with Local Communities (SEOJK16 -F.24)

Community engagement framework operates through established formal channels, incorporating regular stakeholder meetings, information sessions, dialogues, and public consultations to ensure effective implementation of our Community Involvement and Development (CID) initiatives and Responsible Development (RD) projects. Our business unit conducts a minimum of one comprehensive stakeholder meeting annually, serving as a vital platform for project updates, CID initiative discussions, and addressing community concerns. These structured engagements bring together diverse stakeholders, including smallholder farmers, community leaders, local government officials, and company representatives, enabling thorough stakeholder analysis through sustained dialogue. This systematic approach to stakeholder engagement underlies our capacity-building activities and ensures consistent, meaningful interaction with local communities, fostering transparent communication and collaborative development. (GRI 2-29, GRI 13.12.2)

Our organization maintains a comprehensive grievance management system across all estates, supported by an independently verified Standard Operating Procedure (SOP) that enables community members to submit complaints through multiple channels, including in-person meetings, email, and telephone communications. We maintain a rigorous approach to grievance handling where every complaint received undergoes comprehensive documentation and systematic processing. Our established protocol ensures each case receives thorough investigation with a dedicated resolution timeline of fourteen working days. To strengthen our grievance management capabilities, we utilize a specialized stakeholder and grievance database system that enhances our ability to track, monitor, and resolve complaints efficiently. Our community engagement effectiveness is evaluated through a sophisticated multi-level framework that includes regular monthly performance coordination reviews and dedicated management meetings, enabling us to address complex issues that extend beyond individual estate boundaries.

The CSR and Sustainability Committee provides the Board of Commissioners with precise oversight of the Company's sustainability commitments. This supervision is grounded in thorough assessment of environmental, social, and economic impacts on our business, alongside the risks and opportunities emerging from our operations. The Committee conducts quarterly evaluations of Responsible Development programs and community initiatives, utilizing detailed performance metrics to assess program effectiveness. The community programs robustness is further validated through comprehensive internal and external RSPO audits, which systematically examine management plans, improvement initiatives, and grievance handling procedures to ensure alignment with established standards.

In 2024, our community initiatives have had positive and tangible outcomes, with increased self-sufficiency, contribution, and collaboration from the community. This growing sense of ownership among local communities marks a promising step towards our goal of achieving collective targets, highlighting a successful shift in community engagement practices across our operations.



Stakeholder meeting with communities and GAPKI representatives in our estate in Ketapang, West Kalimantan.





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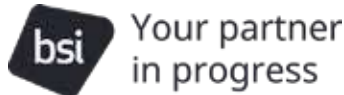
APPENDIX



APPENDIX 1

Independent Assurance Statement

(POJK51-G.1)



Statement No.: **SRA-ID 803363**

INDEPENDENT ASSURANCE OPINION STATEMENT

PT Austindo Nusantara Jaya Tbk Sustainability Report 2024

The British Standards Institution is independent to PT Austindo Nusantara Jaya Tbk and has no financial interest in the operation of PT Austindo Nusantara Jaya Tbk other than for the assessment and verification of the sustainability statements contained in this report.

This Independent assurance opinion statement has been prepared for the stakeholders of PT Austindo Nusantara Jaya Tbk only for the purposes of verifying its statements relating to its environmental, social and governance (ESG), more particularly described in the Scope, below. It was not prepared for any other purpose. The British Standards Institution will not, in providing this independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read.

This Independent assurance opinion statement is prepared based on review by the British Standards Institution of information presented to it by of PT Austindo Nusantara Jaya Tbk. The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and accurate.

Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to of PT Austindo Nusantara Jaya Tbk only.

Scope

The scope of engagement agreed upon with of PT Austindo Nusantara Jaya Tbk includes the following:

- 1) The assurance covers the whole report and focuses on systems and activities during the 2024 calendar year at PT Austindo Nusantara Jaya Tbk focus for all operational entities of ANJ and its subsidiaries for the period from January 1, 2024, to December 31, 2024.
- 2) The Evaluation of the nature and extent of the PT Austindo Nusantara Jaya Tbk adherence to all four AA1000 AccountAbility Principles and the reliability of specified sustainability performance information in this report as conducted in accordance with type 2 moderate level of AA1000AS v3 sustainability assurance engagement.

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Opinion Statement

We conclude that the Sustainability Report Review provide a fair view of PT Austindo Nusantara Jaya Tbk programmes and performances during 2024. We believe that the PT Austindo Nusantara Jaya Tbk economic, environment and social performance indicators are fairly represented.

Our work was carried out by a team of sustainability report assurors in accordance with the AA1000 Assurance Standard v3. We planned and performed this part of our work to obtain the necessary information and explanations we considered to provide sufficient evidence that PT Austindo Nusantara Jaya Tbk's description of their approach to AA1000 Assurance Standard and their self-declaration of compliance with the GRI 2021 standard were fairly stated.

Methodology

Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- A top-level review of issues raised by external parties that could be relevant to PT Austindo Nusantara Jaya Tbk 's policies to provide a check on the appropriateness of statements made in the report.
- Discussion with managers and staffs on PT Austindo Nusantara Jaya Tbk's approach to stakeholder engagement. However, we had no direct contact with external stakeholders.
- Interviews with staffs involved in sustainability management, report preparation and provision of report information were carried out.
- Review of key organizational developments.
- Review of the findings of internal audits.
- Review of supporting evidence for claims made in the reports.
- An assessment of the company's reporting and management processes concerning this reporting against the principles of Inclusivity, Materiality, Responsiveness, and Impact as described in the AA1000 AccountAbility Principles Standard (2018).

Conclusions

A detailed review against the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact and the GRI 2021 Standard is set out below:

Inclusivity

This report has reflected a fact that PT Austindo Nusantara Jaya Tbk is seeking the engagement of its key stakeholders. The participation of stakeholders has been initiated in developing and achieving an accountable and strategic response to sustainability. The reporting systems are being developed to deliver the required information. There are fair reporting and disclosures for economic, social, and environmental information in this report, so that appropriate planning and target-setting can be supported. In our professional opinion the report covers PT Austindo Nusantara Jaya Tbk's inclusivity issues.



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Materiality

PT Austindo Nusantara Jaya Tbk publishes sustainability information that enables its stakeholders to make informed judgments about the company's management and performance. In our professional opinion the report covers the PT Austindo Nusantara Jaya Tbk's material issues.

Responsiveness

PT Austindo Nusantara Jaya Tbk has implemented the practice to respond to the expectations and perceptions of its stakeholders. An Ethical Policy for PT Austindo Nusantara Jaya Tbk is developed and provides the opportunity to further enhance PT Austindo Nusantara Jaya Tbk's responsiveness to stakeholder concerns. In our professional opinion the report covers the PT Austindo Nusantara Jaya Tbk's responsiveness issues.

Impact

PT Austindo Nusantara Jaya Tbk has demonstrated a process on identifying impacts that encompass a range of environmental, social and governance topics, and fairly represented the impacts in the report. In our professional opinion the report covers the PT Austindo Nusantara Jaya Tbk's impacts issues.

GRI-reporting

PT Austindo Nusantara Jaya Tbk provided us with their self-declaration of compliance within GRI 2021 Standards (in accordance). Based on our review, we confirm that social responsibility and sustainable development indicators with reference to the GRI Index are reported, partially reported or omitted. In our professional opinion the self-declaration covers the PT Austindo Nusantara Jaya Tbk's social responsibility and sustainability issues.

Sustainability Achievement

ANJ has provided information and data of the following achievement in PT. Austindo Nusantara Jaya Tbk's (ANJ) Sustainability Report 2024, which has been reviewed based on GRI 2021 Standard and GRI 13.

- The Greenhouse Gases emission in ANJ's Sustainability Report 2024, is as follows.
 - Scope 1 Emission : 324,310 tCO₂e
 - Scope 2 Emission : 7,790 tCO₂e
 - Scope 3 Emission : 1,246,457 tCO₂e
 - Total Emission : 1,578,557 tCO₂e
- ANJ has set target to reduce the Gross emissions intensity of its Palm Oil units from scope 1 and scope 2 without considering sequestration by 30% in 2030 compared to the 2015 baseline, and it has achieved gross GHG emission intensity from own operation of 8.96 ton CO₂eq/ton CPO produced, reflecting a 22.9% increased compared to 2023.
- ANJ GHG emissions intensity of palm oil units in 2024 is 5.96 ton CO₂eq/ton CPO produced.
- ANJ total renewable energy consumption is 98,920 GJ, decreased by 18.8% compared to 2023.
- 86% or 12 out of 14 of ANJ's plasma and partnership suppliers are RSPO certified.
- 64% or 9 out of 14 of ANJ's plasma and partnership suppliers received premium price in 2024.
- ANJ has organized 21 socialization programs attended by 531 smallholders farmers and related stakeholders in 2024.

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- ANJ has supported the smallholders. From the beginning of the program until 31 December 2024, 42 percent of ANJ independent smallholders are involved in ANJ program, including Good Agricultural Practices (GAP) and sustainability certification.
- ANJ has achieved 100% traceability rate of FFB supplied by third parties in 2024.
- ANJ has set a goal to preserve water and optimize water use in ANJ's palm oil business by achieving 1 m3/ton FFB processed by 2027. In 2024 ANJ's palm oil business used 0.89 m3/ton FFB and 4.51 m3/ton CPO.
- ANJ has no new development in peat areas of any depth, and conservation of peatlands in 2024.
- ANJ has monitored the quality of the discharged water by measuring its Biological Oxygen Demand (BOD), which indicates the level of pollutants, such as ammonia and nitrates, contained in the water. All the water discharged already meets the quality standards set by environmental authorities, which is a BOD level of 100 mg/l. ANJ target is to further decrease the concentration level below environmental compliance levels of 95 mg/l. It was confirmed that as of 2024, the BOD result analysis was 91.5 mg/l.

Assurance level

The Type 2 Moderate level assurance provided is in accordance with AA1000 Assurance Standard v3 in our review, as defined by the scope and methodology described in this statement.

Responsibility

This Sustainability report is the responsibility of the PT Austindo Nusantara Jaya Tbk's CEO as declared in his responsibility letter. Our responsibility is to provide an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Competency and Independence

The assurance team was composed of Lead Auditors and GHG Verifiers experienced in industrial sector, and trained in a range of sustainability, environmental and social standards including AA1000 AS, ISO9001, ISO14001, ISO45001, ISO14064-1, ISO 14068-1, ISO26001, BSI is a leading global standards and assessment body founded in 1901.

For and on behalf of BSI:

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APPENDIX 2

GRI Content Index

Austindo Nusantara Jaya Tbk has reported in accordance with the GRI Standard for the period 1 January 2024 - 31 December 2024

GRI Standard/ Other Source		Disclosure	GRI Sector Standard	Location	Notes
GENERAL DISCLOSURE					
GRI 2 : GENERAL DISCLOSURE	2-1	Organizational Detail		2, 4, 5	Disclosed
	2-2	Entities included in the organization's sustainability reporting		2	Disclosed
	2-3	Reporting period, frequency and contact point		2, 3	Disclosed
	2-4	Restatements of information		2	Disclosed
	2-5	External assurance		2	Disclosed
	2-6	Activities, value chain and other business relationships		2, 4	Disclosed
	2-7	Employees		133, 134, 135, 139	Disclosed
	2-8	Workers who are not employees		133	Disclosed
	2-9	Governance structure and composition		30, 31, 32, 36, 37	Disclosed
	2-10	Nomination and selection of the highest governance body		32, 33	Disclosed
	2-11	Chair of the highest governance body		2, 11	Disclosed
	2-12	Role of the highest governance body in overseeing the management of impacts		31, 36	Disclosed
	2-13	Delegation of responsibility for managing impacts		36, 37	Disclosed
	2-14	Role of the highest governance body in sustainability reporting		23	Disclosed
	2-15	Conflicts of interest		31	Disclosed
	2-16	Communication of critical concerns		41, 42	Disclosed
	2-17	Collective knowledge of the highest governance body		34	Disclosed
	2-18	Evaluation of the performance of the highest governance body		32, 33	Disclosed
	2-19	Remuneration policies		33, 34	Disclosed
	2-20	Process to determine remuneration		34	Disclosed
	2-21	Annual total compensation ratio		34	Disclosed
	2-22	Statement on sustainable development strategy		20, 21	Disclosed
	2-23	Policy commitments		20, 21, 116	Disclosed
	2-24	Embedding policy commitments		20, 21	Disclosed

GRI Standard/ Other Source	Disclosure		GRI Sector Standard	Location	Notes
	2-25	Processes to remediate negative impacts		41	Disclosed
	2-26	Mechanisms for seeking advice and raising concerns		41, 42	Disclosed
	2-27	Compliance with laws and regulations		42	Disclosed
	2-28	Membership associations		42	Disclosed
	2-29	Approach to stakeholder engagement		38, 39, 174	Disclosed
	2-30	Collective bargaining agreements		153	Disclosed

MATERIAL TOPICS

GRI 3 : MATERIAL TOPICS	3-1	Process to determine material topics		22	Disclosed
	3-2	List of material topics		24	Disclosed

MATERIAL TOPICS

GRI 3 : MATERIAL TOPICS	3-3	Management of Material Topics	13.1.1 13.2.1 13.3.1 13.7.1 13.8.1 13.12.1 13.14.1 13.15.1 13.16.1 13.17.1 13.18.1 13.19.1 13.20.1 13.22.1 13.23.1 13.24.1		Disclosed
GRI 201 : ECONOMIC PERFORMANCE	201-1	Direct economic value generated and distributed	13.22.2	54	Disclosed
	201-2	Financial Implications and other risks and opportunities due to climate change	13.2.2	80, 83, 84	Disclosed
	201-3	Defined benefite plan obligations and other retirement plans		4, 55	Disclosed
	201-4	Financial assistance received from government		55	Disclosed
GRI 203 : INDIRECT ECONOMY IMPACT	203-1	Infrastructure investment and sevicees supported	13.22.3	66	Disclosed
	203-2	Significant indirect economy impact	13.22.4	65, 68	Disclosed
GRI 302 : ENERGY	302-1	Energy consumption within the organization		91	Disclosed
	302-2	Energy consumption outside of the organization		85, 92	Disclosed
	302-3	Energy intensity		92, 93	Disclosed
	302-4	Reduction of energy consumption		92, 94, 195, 196	Disclosed
	302-5	Reduction in energy requirements of products and services		94	Disclosed



GRI Standard/ Other Source	Disclosure		GRI Sector Standard	Location	Notes
GRI 303 : WATER AND EFFLUENTS	303-1	Interactions with water as a shared source	13.7.2	124 - 128	Disclosed
	303-2	Management of water discharged-related impacts	13.7.3	125 - 128	Disclosed
	303-3	Water withdrawal	13.7.4	126	Disclosed
	303-4	Water discharged	13.7.5	126, 128	Disclosed
	303-5	Water consumption	13.7.6	126	Disclosed
GRI 304 : BIODIVERSITY	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	13.3.2	105, 106	Disclosed
	304-2	Significant impacts of activities, products and services on biodiversity	13.3.3	102, 107, 108	Disclosed
	304-3	Habitats protected or restored	13.3.4	107, 109, 116	Disclosed
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	13.3.5	108	Disclosed
GRI 305 : EMISSIONS	305-1	Direct (Scope 1) GHG emissions	13.1.2	85, 86, 87, 194, 196	Disclosed
	305-2	Energy indirect (Scope 2) GHG emissions	13.1.3	85, 86, 87, 194	Disclosed
	305-3	Other indirect (Scope 3) GHG emissions	13.1.4	85, 86, 194	Disclosed
	305-4	GHG emissions intensity	13.1.5	85, 86, 87, 194	Disclosed
	305-5	Reduction of GHG emissions	13.1.6	85, 86, 87, 195, 196	Disclosed
	305-6	Emissions of Ozone-Depleting Substances (ODS)	13.1.7	86, 195	Disclosed
	305-7	Nitrogen oxides (NOx), sulfur oxide (SOx), and other significant air emissions	13.1.8	90, 195	Disclosed
GRI 306 : WASTE	306-1	Waste generation and significant waste-related impact	13.8.2	95	Disclosed
	306-2	Management of significant waste-related impact	13.8.3	96 - 99	Disclosed
	306-3	Waste generated	13.8.4	95, 99	Disclosed
	306-4	Waste diverted from disposal	13.8.5	95, 99	Disclosed
	306-5	Waste directed to disposal	13.8.6	95, 97, 99	Disclosed
GRI 308 : SUPPLIER ENVIRONMENTAL ASSESSMENT	308-1	New supplier that were screened using environmental criteria		57	Disclosed
	308-2	Negative environmental impact in the supply chain and action taken		57	Disclosed
GRI 403 : OCCUPATIONAL HEALTH AND SAFETY	403-1	Occupational health and safety management system	13.19.2	161	Disclosed
	403-2	Hazard identification, risk assessment, and incident investigation	13.19.3	162, 164	Disclosed

GRI Standard/ Other Source	Disclosure		GRI Sector Standard	Location	Notes
	403-3	Occupational health services	13.19.4	162, 164, 169	Disclosed
	403-4	Worker participation, consultation, and communication on occupational health and safety	13.19.5	162	Disclosed
	403-5	Worker training on occupational health and safety	13.19.6	162, 166	Disclosed
	403-6	Promotion of worker health	13.19.7	156, 169	Disclosed
	403-7	Prevention and mitigation of occupational health and safety impact directly linked by business relationships	13.19.8	162, 164	Disclosed
	403-8	Workers covered by an occupational health and safety management system	13.19.9	161	Disclosed
	403-9	Work-related injuries	13.19.10	164, 166, 167, 168	Disclosed
	403-10	Work-related ill health	13.19.11	164, 166, 168	Disclosed
GRI 404 : TRAINING AND EDUCATION	404-1	Average hours of training per year per employee		144	Disclosed
	404-2	Programs of upgrading employee skills and transition assistance programs		55, 140, 142, 143, 147	Disclosed
	404-3	Percentage of employees receiving regular performance and career development reviews		146, 147	Disclosed
GRI 405 : DIVERSITY AND EQUAL OPPORTUNITY	405-1	Diversity of governance bodies employee	13.15.2	149	Disclosed
	405-2	Ratio basic salary and remuneration of women to men	13.15.3	151	Disclosed
GRI 407 : FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	13.18.2	153	Disclosed
GRI 408 : CHILD LABOR	408-1	Operations and suppliers at significant risk for incidents of child labor	13.17.2	153, 155	Disclosed
GRI 409 : FORCED OR COMPULSORY LABOR	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	13.16.2	153	Disclosed
GRI 413 : LOCAL COMMUNITIES	413-1	Operations with local community engagement, impact assessments, and development programs	13.12.2	64	Disclosed
	413-2	Operations with significant actual and potential negative impacts on local communities	13.12.3	170, 172	Disclosed
GRI 414 : SUPPLIER SOCIAL ASSESSMENT	414-1	New suppliers that were screened using social criteria		57	Disclosed
	414-2	Negative social impacts in the supply chain and actions taken		57	Disclosed



GRI Standard/ Other Source		Disclosure	GRI Sector Standard	Location	Notes
GRI 13-20 : EMPLOYMENT PRACTICES		Management Material Topic - Employment Practice	13.20.1	133, 138, 155	Disclosed
GRI 13-23 : SUPPLY CHAIN TRACEABILITY		Management Material Topic - Supply Chain Traceability	13.23.1	59	Disclosed
		Describe the level of traceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin	13.23.2	59	Disclosed
		Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product and list these standards	13.23.3	58	Disclosed
		Describe improvement projects to get suppliers certified to internationally recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified	13.23.4	58	Disclosed
GRI 204 : PROCUREMENT PRACTICES	204-1	Proportion of Spending on Local Supplier		57	Disclosed
GRI 406 : NON - DISCRIMINATION	406-1	Incidents of Discrimination and Corrective Actions Taken	13.15.4	149	Disclosed
GRI 410 : SECURITY PRACTICES	410-1	Security Personnel Trained in Human Rights Policies or Procedures		146	Disclosed
GRI 411 : RIGHTS OF INDIGENOUS PEOPLE	411-1	Incidents of Violations Involving Rights of Indigenous Peoples	13.14.2	173	Disclosed
		Describe the identified incidents of violations involving the rights of indigenous peoples.	13.14.2	173	Disclosed
		List the locations of operations where indigenous peoples are present or affected by activities of the organization	13.14.3	173	Disclosed
		Report if the organization has been involved in a process of seeking free, prior, and informed consent (FPIC) from indigenous peoples for any of the organization's activities	13.14.4	173	Disclosed
GRI 415 : PUBLIC POLICY	415-1	Political Contributions	13.24.2	43	Disclosed

APPENDIX 3

Topics in the Applicable GRI Sector Standards Determined as not Material

No	GRI Sector Standard	GRI Standard	Topic	Explanation
1	13.3.6		The following additional sector disclosures are for organizations in the aquaculture	Not Applicable Our business unit operates in the Plantation industry
2	13.3.7		The following additional sector disclosure is for organizations in the fishing sector	Not Applicable Our business unit operates in the Plantation industry
3	13.4.1		Management Material Topic - Natural Ecosystem Conversion	Not Applicable A methodology related to Deforestation or Conversion Free assessment is not yet available.
4	13.4.2		Report the percentage of production volume from land owned, leased or managed by the organization determined to be deforestation- or conversion-free, by product, and describe the assessment methods used	Not Applicable A methodology related to Deforestation or Conversion Free assessment is not yet available.
5	13.4.3		For products sourced by the organization, report the following by product: - the percentage of sourced volume determined to be deforestation- or conversion-free, and describe the assessment methods used; - the percentage of sourced volume for which origins are not known to the point where it can be determined whether it is deforestation- or conversion-free, and describe actions taken to improve traceability.	Not Applicable A methodology related to Deforestation or Conversion Free assessment is not yet available.
6	13.4.4		Report the size in hectares, the location, and the type of natural ecosystems converted since the cutoff date on land owned, leased, or managed by the organization.	Not Applicable During the reporting period, no land clearing was conducted
7	13.4.5		Report the size in hectares, the location, and the type of natural ecosystems converted since the cut-off date by suppliers or in sourcing locations.	Not Applicable During the reporting period, there were no new suppliers to supply materials to us.
8	13.5.1		Describe the soil management plan, including: - a link to this plan if publicly available; - the main threats to soil health identified and a description of the soil management practices used; - the approach to input optimization, including the use of fertilizers.	Not Applicable During the reporting period, there were no significant erosion incidents
9	13.6.1		Management Material Topic - Pesticides Use	Not Applicable The volume of pesticides used relatively mild compared to other chemical (such as fertilizer).
10	13.6.2		Report the volume and intensity of pesticides used by the following toxicity hazard levels	Not Applicable The volume of pesticides used relatively mild compared to other chemical (such as fertilizer).



No	GRI Sector Standard	GRI Standard	Topic	Explanation
11	13.9.1		Management Material Topic - Food Security	Not Applicable 98% of ANJ's products are CPO and PK, which are semi-finished materials, thus not directly related to consumers, making this disclosure not applicable
12	13.9.2		Report the total weight of food loss in metric tons and the food loss percentage, by the organization's main products or product category, and describe the methodology used for this calculation.	Not Applicable 98% of ANJ's products are CPO and PK, which are semi-finished materials, thus not directly related to consumers, making this disclosure not applicable
13	13.10.1		Management Material Topic - Food Safety	Not Applicable 98% of ANJ's products are CPO and PK, which are semi-finished materials, thus not directly related to consumers, making this disclosure not applicable
14	13.10.2	416-1	Assessment of the health and safety impacts of product and service categories	Not Applicable 98% of ANJ's products are CPO and PK, which are semi-finished materials, thus not directly related to consumers, making this disclosure not applicable
15	13.10.3	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not Applicable 98% of ANJ's products are CPO and PK, which are semi-finished materials, thus not directly related to consumers, making this disclosure not applicable
16	13.10.4		Report the percentage of production volume from sites certified to internationally recognized food safety standards, and list these standards.	Not Applicable 98% of ANJ's products are CPO and PK, which are semi-finished materials, thus not directly related to consumers, making this disclosure not applicable
17	13.10.5		Report the number of recalls issued for food safety reasons and the total volume of products recalled	Not Applicable 98% of ANJ's products are CPO and PK, which are semi-finished materials, thus not directly related to consumers, making this disclosure not applicable
18	13.11.1		Management Material Topic - Animal Health and Welfare	Not Applicable ANJ does not have any animal products, therefore this disclosure is not applicable
19	13.11.2		Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards	Not Applicable ANJ does not have any animal products, therefore this disclosure is not applicable
20	13.11.3		The following additional sector disclosure is for organizations in the aquaculture sector	Not Applicable Our business unit operates in the Plantation industry
21	13.13.1		Management of Material Topic : Land and Resources Rights	Not Applicable There were no significant land clearances during the reporting period
22	13.13.2		List the locations of operations, where land and natural resource rights (including customary, collective, and informal tenure rights) may be affected by the organization's operations.	Not Applicable There were no significant land clearances during the reporting period

No	GRI Sector Standard	GRI Standard	Topic	Explanation
23	13.13.3		Report the number, size in hectares, and location of operations where violations of land and natural resource rights (including customary, collective, and informal tenure rights) occurred and the groups of rightsholders affected.	Not Applicable There were no significant land clearances during the reporting period
24	13.15.5		Describe any differences in employment terms and approach to compensation based on workers' nationality or migrant status, by location of operations	Not Applicable We do not differentiate allocation of jobs for specific positions. Promotion and recruitment are based on competency. Up to this point, members of the local community have not yet developed the necessary capacity for job roles needed
25	13.21.1		Management of Material Topic : Living Income dan Living Wage	Not Applicable The Indonesian government has issued a wage standard based on the cost of living for specific areas, thus ANJ, as one of company operating in Indonesia, must comply with the relevant regulations
26	13.21.2		Report the percentage of employees and workers who are not employees and whose work is controlled covered by collective bargaining agreements that have terms related to wage levels and frequency of wage payments at significant locations of operation	Confidentiality Constraint According to our contractors, data related to Contractor Workers' Salaries is information that cannot be shared by our contractor
27	13.21.3		Report the percentage of employees and workers who are not employees and whose work is controlled paid above living wage, with a breakdown by gender	Confidentiality Constraint According to our contractors, data related to Contractor Workers' Salaries is information that cannot be shared by our contractor
28	13.25.1		Management of Material Topic : Anti-competitive behavior	Not Applicable We do not have the ability to influence or control the market price of our commodity
29	13.25.2	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not Applicable We do not have the ability to influence or control the market price of our commodity
30	13.26.1		Management of Material Topic : Anti-corruption	Not Applicable Based on the company's historical track record and core values, this is not a primary material concern for us
31	13.26.2	205-1	Operations assessed for risks related to corruption	Not Applicable Based on the company's historical track record and core values, this is not a primary material concern for us
32	13.26.3	205-2	Communication and training about anti-corruption policies and procedures	Not Applicable Based on the company's historical track record and core values, this is not a primary material concern for us
33	13.26.4	205-3	Confirmed incidents of corruption and actions taken	Not Applicable Based on the company's historical track record and core values, this is not a primary material concern for us



APPENDIX 4

Cross-Reference to SDGs

SDG Goal	SDG Target	Action Taken by The Company	Page
 1 NO POVERTY	1.2	Economic impacts of company activity	48-55
	1.3	Provision of access to health services to the poor	157
	1.4	Respect of community rights to land	172-174
	1.5	Desa Fokus village resilience building program	68-71
 2 ZERO HUNGER	2.3	Gerbang Emas Edamame Cultivation, Tani Mandiri, Fresh Water Aquaculture	71
	2.4	Floating Rice Fields and Food security programs	68-71
 3 GOOD HEALTH AND WELL-BEING	3.1	Provision of maternal health and child care services	157
	3.8	Provision of health services in remote areas, and health insurance for employees	157
	3.c	Provision of doctors, nurses, and midwives in clinics	157
 4 QUALITY EDUCATION	4.1	Quality education for local employees' children	72-73, 155
	4.2	Early childhood education program in West Papua	73
	4.3	Learning and development programs for employees	140-147
 5 GENDER EQUALITY	5.1	Equal opportunity and non-discrimination policy	140-147
	5.2	Prevention and protection of women from harrasment through the Gender committee	148-151
	5.5	Support for women in leadership roles	148-151
 6 CLEAN WATER AND SANITATION	6.3	Water management, effluents and discharges	114-119
	6.4	Water management, withdrawal and efficiency	124-128
 7 AFFORDABLE AND CLEAN ENERGY	7.1	Provision of renewable energy to national electricity grid	91
	7.2	Renewable energy use	91-92
	7.3	Energy intensity	93
	7.b	Investments in renewable energy	92-93

SDG Goal	SDG Target	Action Taken by The Company	Page
 8 DECENT WORK AND ECONOMIC GROWTH	8.1	Economic performance and growth	48-55
	8.3	Support to smallholders and cooperatives	56-61
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APPENDIX 6

Notes on Methods and Conversion Factors

GRI-303: Notes on Definitions

Water Consumption

- Consumption for processing: water incorporated into the final product or used during the production process
- Consumption for land application: water applied to plants, or effluents that have evaporated, stored in a controlled manner due to contamination and cannot be used by other parties, and do not leave organizational boundaries (Wastewater Treatment Plant)

GRI-305: Conversion Factors

No	Parameter	Source	Unit	Factor
Landuse Change				
1	Undisturbed Forest	Modelling carbon sequestration and greenhouse gas emissions associated with oil palm cultivation and land-use change (Henson I.E- 2009)	Ton C/Ha	268,00
2	Disturbed Forest	Review of emission factors for assessment of CO2 emission from land use change to oil palm in Southeast Asia (Agus, F., Henson, I.E., Sahardjo, B.H., Harris, N., van Noordwijk, M. & Killeen, T.J. 2013)	Ton C/Ha	128,00
3	Shrubland	European Union Commission (2009). Directive 2009/28/ EC Draft Annex V	Ton C/Ha	46,00
4	Grassland	Modelling carbon sequestration and greenhouse gas emissions associated with oil palm cultivation and land-use change (Henson I.E- 2009)	Ton C/Ha	5,00
5	Tree Corp	European Union Commission (2009). Directive 2009/28/ EC Draft Annex V	Ton C/Ha	75,00
6	Food Crops/ Annual Crops	Winrock (2010). N Harris, pers com. MODIS data 2000 to 2007. Average of annual (5.0) and perennial (12.0) crops	Ton C/Ha	8,50
7	Oil Palm	OPRODSIM Henson I.E.(2005b) OPRODSIM, a versatile, mechanistic simulation model of oil palm dry matter production and yield	Ton C/Ha	63,83
Fertilizer				
8	Ammonium Nitrate	Gurmit S. (1995). Management and utilisation of oil palm by-products. The Planter, Jensson T.K. and Kongshaug G. (2003). Energy consumption and greenhouse gas emissions in fertiliser production. International Fertiliser Society, York, UK 28pp.	Kg CO ₂ eq/ Ton	2.380,00
9	Sulphate of Ammonia		Kg CO ₂ eq/ Ton	340,00
10	Double Ammonium Phosphate		Kg CO ₂ eq/ Ton	460,00
11	Urea		Kg CO ₂ eq/ Ton	1.340,00
12	Ammonium Chloride		Kg CO ₂ eq/ Ton	1.040,00
13	Kieserite	Caliman J.P., Carcasses R., Girardin P., Pujianto, Dubos B., and Liwang T. (2005) Development of agro-environmental indicators for sustainable management of oil palm growing: general concept and example of nitrogen.	Kg CO ₂ eq/ Ton	200,00
14	Muriate of Potash		Kg CO ₂ eq/ Ton	200,00
15	Ground Rock Phosphate		Kg CO ₂ eq/ Ton	44,00
16	Triple Super Phosphate	Ecoinvent v2 (GHG based on IPCC 2007-100 years).	Kg CO ₂ eq/ Ton	170,00
17	Ground Magnesium Limestone		Kg CO ₂ eq/ Ton	547,00



No	Parameter	Source	Unit	Factor
Other				
18	Global Warming Potential	IPCC Fifth Assessment Report (AR5)	Kg CO ₂ eq/Kg N ₂ O	265
19	Peat Oxidation	Hooijer A., S. Page, J. G. Canadell, M. Silvius, J. Kwadijk, H. Wosten, J. Jauhiainen (2010) Current and future CO ₂ emissions from drained peatlands in Southeast Asia.	Ton CO ₂ eq/ha/Yr	54,60
20	Diesel Fuel	Well to wheel analysis of future automotive fuels and powertrains in the European context. Well-to-tank Appendix 1	Kg CO ₂ eq/Liter	3,12
21	Aviation [US] Gasoline	Convert liters to gigajoules : https://hextobinary.com/unit/energy/	GJ	0,13176
22	POME	Chase L.D.C and Henson I.E. (2010) A detailed greenhouse gas budget for palm oil production. International Journal for Agricultural Sustainability	Kg CH ₄ /Ton POME	13,10
23	National Grid Emission	IEA Emissions Factor for 2012	Kg CO ₂ eq/kWh	0,81
24	Sequestration in Conservation	Tree regional default conservation sequestration (Cseq) values recommended by RSPO	Ton CO ₂ eq/Ha/Yr	9,17

GRI-302: Conversion Factors

302-4 Calculation Methods

No	Program	Type of Energy Reduced	Calculation Method
1	Using biomass turbines for non-processing energy	Diesel fuel	(Total Kwh / Total operational hours) x Total non-process hours x Conversion factor kWh to GJ
2	Switch to energy saving light bulbs	Electrical	[(Old bulbs wattage x Number of bulbs) - (New bulbs wattage x Number of bulbs)] x Usage time x Conversion factor kWh to GJ
3	Teleconferencing	Diesel fuel	Teleconferencing frequency x Amount of fuel x Number of trips x Fuel conversion factor
4	Modification of machines from diesel to electric	Diesel fuel	Energy consumption with fuel – Energy consumption with electricity
6	Switch to energy saving AC	Electricity	[(Old AC wattage - New AC Wattage)] x Number of AC x AC Usage time x Conversion factor kWh to GJ
7	R2G (Rotary Removal Grit)	Electricity	Working hours x Motor engine energy x Conversion factor kWh to GJ
10	Modification of unconventional tin pump system from diesel to electricity	Diesel fuel	[(Total electricity consumption x kWh to fuel conversion factor x fuel energy conversion factor) - (Total electricity consumption x kWh to GJ conversion factor)]
11	SCADA for Automatization	Electricity	Time savings x Operational days x Pump energy
12	AutoMix Treatment	Electricity	[Average electricity consumption – Actual electricity usage after the program] x Conversion factor of kWh to GJ
13	Operational Transport Restrictions for Guest and Staff Pickup Service	Diesel fuel	(Average mileage in Km before the program – Actual mileage in Km) / Km to liter conversion x 0,036 GJ/Liter
14	FFB grading conveyor	Electricity	(Energy consumption before implementation – energy consumption after implementation) x conversion factor of kWh to GJ
15	Deactivation of pump in Pond 5 in the waste area	Electricity	(Energy use of the Pond 5 pump) x conversion factor of electricity to GJ
16	Reducing power of LTDS 2 Fan	Electricity	(Energy consumption before implementation – energy consumption after implementation) x Conversion factor of electricity to GJ
17	Photocell installation	Electricity	[(Old bulbs wattage x Number of bulbs) - (New bulbs wattage x Number of bulbs)] x Usage time x Conversion factor of kWh to GJ

No	Program	Type of Energy Reduced	Calculation Method
18	Application of Legrand Timer on streetlights in housing and mill areas	Electricity	(Average electricity consumption – Actual electricity usage after the program) x Conversion factor of kWh to GJ
20	Optimization of High-Speed Separator Pumps for mud processing	Electricity	(Average electricity consumption – Actual electricity usage after the program) x Conversion factor of kWh to GJ
21	Optimization of electromotor oil pump	Electricity	(Average electricity consumption – Actual electricity usage after the program) x Conversion factor of kWh to GJ

302-4 Conversion Factors and Assumptions

1 kWh	0.0036	GJ	
Light Bulb Usage (Mill)	40	Hours/Week	
Estate-Airport Distance (2-way)	68	km	
Fuel Consumption	17	km/liter	
1 PK AC Standard Wattage	840	Watt	
2 PK AC Standard Wattage	1920	Watt	
1 PK Low Watt AC Wattage	660	Watt	
2 PK Low Watt AC Wattage	1590	Watt	
AC Usage Time	40	Hours/Week	
R2G Usage Capacity	700	kg/Jam	
R2G Motor Engine Energy	5	kWh	
Light Bulb Usage (Biogas)	98	Hours/Week	
Light Bulb Usage (CWT)	10	Hours/Day	
kWh to Diesel Fuel conversion	0.3	L/kWh	Mill research results mikrodata.bps.go.id
Diesel Fuel to GJ conversion	0.036	GJ/liter	

GRI-306: Notes on Methods and Assumptions

- Conversion factors used:
 - 1m³= 1000 liter
 - 1 ton= 1000 kg
- Average oil density is 870 kg/m³ (measured from testing), and we converted reused oil from liter to kg, except for hazardous waste in ANJAP, PMP, and PPM.
- Palm shell waste is generated from 8% of processed FFB.
- Palm fiber waste is generated from 13% of processed FFB.
- Sago fiber waste is generated from 14% of processed sago logs (Flach, 1997; Rimalatu, 1981).
- Non-production waste is calculated from the difference of garbage truck weight when loaded with waste compared to when it is unloaded.
- Assumptions for production waste calculation per recovery type:
 - Reuse: EFB that are applied directly to the soil.
 - Recycle: EFB is used for composting.
 - Recovery: Palm fibers, and shells used as biofuel or sold
- Waste Type and Categories:
 - Non-Hazardous Production Waste: Shells, fibers, EFBs.
 - Non-Hazardous Non-Production Waste: steel and spare parts, tires, plastics and polybags, fertilizer sacks, paper, organic, and inorganic domestic waste.
 - Hazardous Waste: batteries, filters, contaminated gloves and cloth, contaminated packaging, medical waste, neon lamps/light bulbs, cartridges, electronic devices.



APPENDIX 7

Response to the Previous Year's Report's Feedback

(POJK51-G.3)

Following the release of the 2023 Sustainability Report, throughout 2024 the Company did not receive any responses nor feedbacks from stakeholders. Consequently, this report did not present specific details regarding actions the Company may have taken in response to feedback from the previous year. Nevertheless, the quality of the 2023 report has been enhanced to align with the GRI and GRI Sector Standard (GRI 13: Agriculture, Aquaculture, and Fishing Sectors) guidelines, as well as POJK No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.

Feedback Form

(POJK51-G.2)

The 2024 Sustainability Report of PT. Austindo Nusantara Jaya Tbk. provides an overview of our sustainability performance. We look forward to your inputs, constructive feedbacks and suggestions after reading this Sustainability Report, either by email or by sending this form by fax/post.

YOUR PROFILE

Name (optional) : _____
 Institution/company : _____
 Email : _____
 Phone/Cell phone : _____

STAKEHOLDER CATEGORY

() Shareholder or Investor () Customer () Employee () Labor Union () Media
 () Supplier () Business Organization () Government () Community Organization/NGO
 () Other, please specify _____

Please pick from the statements below that best describe your opinion:

Yes No

- | | | |
|--|-----|-----|
| 1. This report is easy to understand. | () | () |
| 2. This report is useful for me. | () | () |
| 3. This report sufficiently describes ANJ's performance with regard to sustainability. | () | () |

Please rate the material aspects that you consider important for sustainability (from 1-most important to 8-least important)

GHG Emissions and Carbon Footprint

GHG emission and energy efficiency

Waste recycling

Climate risk and adaptation

Water management

Protecting Forests and Biodiversity

Biodiversity and conservation

Deforestation

Fire prevention and management

Working Conditions

Occupational Health and Safety

Training and education

Diversity and women's empowerment

Supply Chain Practices

Supplier environmental and social practices

Traceability

Labor rights

Forced labor

Child labor

Freedom of association

Prosperity and inclusive growth

Economic performance

Innovation and sustainable production

Socio-economic welfare and livelihoods

Local Communities

Rights of local communities

Community Involvement and Development

Thank you for your participation.

Please send this feedback form to:

PT. Austindo Nusantara Jaya Tbk.

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Abbreviations

3R	Reduce, Reuse, Recycle
AANE	PT. Austindo Aufwind New Energy
AELT	ANJ Executive Leadership Team
AEI	<i>Asosiasi Emiten Indonesia</i> or Indonesian Public Listed Companies Association
AGMS	Annual General Meeting of Shareholders
ALC	ANJ Learning Center
AMDAL	<i>Analisis Mengenai Dampak Lingkungan</i> or Environmental Impact Assessments
ANJ	PT. Austindo Nusantara Jaya Tbk.
ANJA	PT. Austindo Nusantara Jaya Agri
ANJAP	PT. ANJ Agri Papua
ANJAS	PT. Austindo Nusantara Jaya Agri Siais
APBS	<i>Asosiasi Perkebunan Besar Swasta</i> or Association of Large Private Plantations
ASRRAT	Asia Sustainability Reporting Rating
BKSDA	<i>Balai Konservasi Sumber Daya Alam</i> or Natural Resources Conservation Center
BOC	Board of Commissioners
BOD	Board of Directors
BPJS Kesehatan	<i>Badan Pengelola Jaminan Sosial Kesehatan</i> or Healthcare Social Security Agency
BPJS Ketenagakerjaan	<i>Badan Pengelola Jaminan Sosial Ketenagakerjaan</i> or Employment Social Security Agency
BSI	British Standards Institution
CEO	Chief Executive Officer
CFC	Chlorofluorocarbons
CH₄	Methane
CI	Conservation International
CID	Community Involvement and Development
CIRAD	<i>Centre de Coopération Internationale en Recherche Agronomique pour le Développement</i>
CITES	Convention on International Trade of Endangered Species
CLA	Collective Labor Agreement
CO₂	Carbon Dioxide
COVID-19	Coronavirus Disease 2019
CPO	Crude Palm Oil
CSR	Corporate Social Responsibility
EFB	Empty Fruit Bunches
EGMS	Extraordinary General Meeting of Shareholders
EHS	Environmental Health and Safety
EPMS	Electronic Plantation Mobile System
EPR	Extended Producer Responsibility
ERP	Enterprise Resource Planning
ESG	Environmental, Social, and Governance
ESP	Electrostatic Precipitator



eTis	Electronic Traceability Information System
FAO	Food and Agriculture Organization
FAT	Fatality
FFB	Fresh Fruit Bunches
FGD	Focus Group Discussion
FLAG	Forests, Land, and Agriculture
FoKSBI	Indonesian Sustainable Palm Oil Forum
FPIC	Free, Prior, and Informed Consent
GAPKI	<i>Gabungan Pengusaha Kelapa Sawit Indonesia</i> or Indonesian Palm Oil Producers' Association
GCG	Good corporate governance
GHG	Greenhouse Gas
GJ	Gigajoule
GLAD	Global Analysis and Discovery
GM	General Manager
GMIT	PT. Gading Mas Indonesia Teguh
GMS	General Meeting of Shareholders
GPS	Global Positioning System
GRI	Global Reporting Initiative
GRK	Gas Rumah Kaca
GSB	PT. Galempa Sejahtera Bersama
HACCP	Hazard Analysis and Critical Control Points
HCFC	Hydrochlorofluorocarbon
HCS	High Carbon Stock
HCSA	High Carbon Stock Approach
HCV	High Conservation Value
HCVRN	High Conservation Value Resource Network
HCVRN's ALS	HCVRN's Assessor Licensed Scheme
HGU	<i>Hak Guna Usaha</i> or Land Cultivation Right Titles
HIRARC	Hazard Identification, Risk Assessment & Risk Control
HR&CM	Human Resource & Change Management
HRO	Human Resources Officer
IDM	<i>Indeks Desa Membangun</i> or Village Development Index
IDP	Individual Development Plan
IDX	Indonesia Stock Exchange
IFM	Integrated Fire Management
IMT	Incident Management Team
IPCC	Intergovernmental Panel on Climate Change
ISCC	International Sustainability and Carbon Certification
ISO	International Organization for Standardization
ISPO	Indonesian Sustainable Palm Oil
IUCN	International Union for Conservation of Nature
IUPHHBK-HA	<i>Izin Usaha Pemanfaatan Hasil Hutan Bukan Kayu - Hutan Alam</i> or Business License for the Utilization of Non-Timber Forest Products – Natural Forest

IWMWG	Indonesia Water Mandate Working Group
JKN	<i>Jaminan Kesehatan Nasional</i> or National Health Insurance
JSA	Job Safety Analysis
KADIN	<i>Kamar Dagang dan Industri Indonesia</i> or Indonesian Chamber of Commerce and Industry
KAL	PT. Kayung Agro Lestari
KEE	<i>Kawasan Ekosistem Esensial</i> or Essential Ecosystem Area
KIMPER	<i>Kartu Ijin Mengemudi Perusahaan</i> or Corporate Driving License
KPI	Key Performance Indicator
KTPA	<i>Kelompok Tani Peduli Api</i> or smallholder farmer fire-fighting groups
LKS Bipartit	Bipartite forum
LCA	Life-cycle Assessment
LOC	Letter of Commitment
LOTO	lockout-tagout
LTI	Lost Time Injury
LUC	Land-use Change
LUCA	Land Use Change Analysis
MASSI	<i>Masyarakat Sagu Indonesia</i> or Indonesian Sago Community
MDP	Management Development Program
MoEF	Ministry of Environment and Forestry
MoU	Memorandum of Understanding
MT	Management Trainee
MTC	Medical Treatment Case
N2O	Nitrous oxide
NBS	Nature-based Solutions
NDPE	No Deforestation, No Peat, and No Exploitation
NGO	Non-governmental organization
NOX	Nitrogen oxide
NPP	New Planting Procedures
NRC	Nomination and Remuneration Committee
OD	Occupational Disease
ODS	Ozone-depleting substances
OHS	Occupational Health and Safety
OHSAS	Occupational Health and Safety Management System
OJK	<i>Otoritas Jasa Keuangan</i> or Financial Services Authority
OJT	On the Job Training
P&C	Principles and Criteria
P2K3	<i>Panitia Pembina Kesehatan dan Keselamatan Kerja</i> or Health and Safety Committee Governing Body
PAUD	<i>Pendidikan Anak Usia Dini</i> or Early Childhood Education
Pendaki	<i>Peduli Keanekaragaman Hayati</i> or Care for Biodiversity
PK	Palm Kernel
PKO	Palm Kernel Oil
PLN	<i>Perusahaan Listrik Negara</i> or State Electricity Company



PM	Particulate matter
PMP	PT. Putera Manunggal Perkasa
POJK	<i>Peraturan Otoritas Jasa Keuangan</i> or Financial Services Authority Regulation
POME	Palm oil mill effluent
PONGO	Palm Oil & NGO alliance
Posko DAMKAR	<i>Pos Komando Pemadam Kebakaran</i> or Firefighting Command Post
PPM	PT. Permata Putera Mandiri
PROPER	Program for Ranking Corporate Performance
PSDH	<i>Provisi Sumber Daya Hutan</i> or forest resource levy
Puskesmas	<i>Pusat Kesehatan Masyarakat</i> or primary health centers
QIP	Quality Improvement Program
R&D	Research and Development
R2G	Rotary Removal Grit
RADD	Radar for Detecting Deforestation
RD	Responsible Development
RKL	<i>Rencana Pengelolaan Lingkungan</i> or Enviromental Management Plan
RPL	<i>Rencana Pemantauan Lingkungan</i> or Environmental Monitoring Plan
RSPO	Roundtable on Sustainable Palm Oil
SBTi	Science-based Targets Initiative
SDG	Sustainable Development Goals
SEIA	Social and Environmental Impact Assessment
SIA	Social Impact Assessment
SME	Subject Matter Experts
SMK3	<i>Sistem Manajemen Kesehatan & Keselamatan Kerja</i> or Occupational Health and Safety Management System
SMM	PT. Sahabat Mewah Makmur
SOP	Standard Operating Procedures
SOX	Sulfur oxides
SPOTT	Sustainability Policy Transparency Toolkit
TK	<i>Taman Kanak-kanak</i> or Kindergarten
TNA	Training Needs Analysis
UAV	Unmanned Aerial Vehicle
UN	United Nations
USD	US Dollars
VAT	Value Added Tax
WBS	Whistleblowing System
WDPA	World Database on Protected Areas
WEP	Women's Empowerment Principles
WFH	Work from Home
WRI	World Resources Institute





**The dedicated team behind our
Sustainability Report:
a testament to the strength of teamwork
and collaboration.**

2024 SUSTAINABILITY REPORT

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